

TIME

STRANGERS CRASHED MY CAR, ATE MY FOOD AND WORE MY PANTS. TALES FROM THE SHARING ECONOMY

BY JOEL STEIN



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Photo-illustration by Chris Buck for TIME



Children at the funeral of Lebanon's Hezbollah commander Mohammed Issa, who was killed in an Israeli drone strike. Photograph by Ali Hashisho—Reuters

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Editor's Desk

When Women Step Up



AT THE WORLD Economic Forum's annual meeting in Davos, Switzerland, Jan. 21-24, I

listened as heads of state and CEOs discussed everything from fighting terrorism and growing economies to breakthroughs in health, education and green tech. (See Rana Foroohar's report, page 18.) But as valuable as the general sessions were, the smaller encounters were often just as memorable. At a dinner for 34 of the world's top CEOs and academic leaders, co-hosted by FORTUNE editor Alan Murray and Facebook's Sheryl Sandberg, we examined the gender gap in leadership with executives who collectively employ more than 4.5 million people. "Girls have been outperforming boys in school for decades—but they still represent only about 5% of FORTUNE 500 CEOs," observes Sandberg, whose best seller *Lean In* has sharpened the conversation about what might be holding women back. "More women are rising in the management ranks, but they still are not making it to the top. We have to explore—honestly, deeply—why that is and what it will take to change it."

This is a topic we've long been interested in at TIME: Our

poll last summer on Women and Success, conducted with REAL SIMPLE, found that 75% of women said they would not want their boss's job, and unlike men, most wouldn't take it if offered. Happiness and a sense of purpose mattered more to women than fame or money. Which poses a challenge to all employers: If success depends on finding and keeping talent, both male and female, how do we shape our systems and structures to reflect those values?

I AM DELIGHTED TO MARK A milestone in TIME's own leadership history: our new publisher is Meredith Long, a veteran of our offices in Washington, San Francisco and Los Angeles and a passionate champion of TIME. I've worked with Meredith for years and am thrilled to have her as my business partner. If happiness and purpose are among the metrics that matter, I know that Meredith will contribute mightily to both as we continue to innovate and grow.

Nancy Gibbs, EDITOR

SETTING THE RECORD STRAIGHT

In "Unscrambling the Egg" (Feb. 2) we incorrectly described USDA Organic eggs. The hens must eat organic feed, and only approved pesticides are permitted. In Milestones, the wrong photo appeared with a caption about the 1985 World Series. In "The Cost of Cheap Gas," we incorrectly described the per capita income of Midland, Texas. It is ranked first among metropolitan areas.

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Mejia's sparse belongings included socks, medicine and a handkerchief from home



LIGHTBOX While in Central America, photojournalist Emanuele Satolli sought to explore the lives of immigrants through the things they carried from home. Among his subjects: 22-year-old Ariel Mejia, who was heading from the Guatemalan border town of Tecun Uman to meet his two brothers in New York. (His travel items are shown above.) See more portraits at lightbox.time.com.



BEHIND THE COVER For photographer Chris Buck (above left), TIME's 17-hour Jan. 22 cover shoot in Brooklyn to illustrate the "sharing economy" did indeed require sharing—of patience. Twenty-five models had to pile into a Fiat 500 over a dozen times to achieve the right visual balance. "People squeezed into parts of a car I didn't know could fit a human," TIME photo editor Myles Little says. To see more images from the shoot, visit lightbox.time.com.

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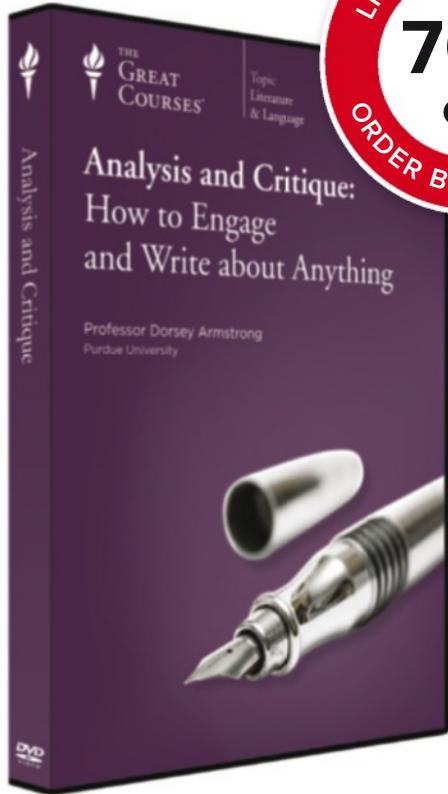
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Briefing

Emma Watson

The actor was cast as Belle in the live-action remake of *Beauty and the Beast*



GOOD WEEK

BAD WEEK



Sam Smith

The singer will pay Tom Petty royalties on the Petty-like song "Stay With Me"

'I will go anywhere I am invited to make the state of Israel's case.'

BENJAMIN

NETANYAHU, Israeli Prime Minister, who will address Congress at the invitation of House Speaker John Boehner; Boehner didn't consult President Obama, who won't meet with Netanyahu when he's in Washington



\$2,631
Amount of cash in a bag that a New Hampshire woman was accidentally given when she went through a Burger King drive-through



15%

Improvement in fourth- and fifth-graders' math scores after they participated in a meditation-mindfulness program vs. those who didn't, according to a study

'This isn't ISIS. No one's dying.'



TOM BRADY, New England Patriots quarterback, playing down the controversy over allegations that his team deflated footballs used in its AFC championship win; Brady and coach Bill Belichick have denied wrongdoing

'I can't tell you. Apparently there's not a t in it.'



MLEY CYRUS, singer, when asked to spell the name of boyfriend Patrick Schwarzenegger, son of actor Arnold Schwarzenegger



'THIS IS A BIG FORECAST MISS.'

GARY SZATKOWSKI, meteorologist at the U.S. National Weather Service, after forecasts of a "crippling" storm in New York City didn't pan out; Boston, meanwhile, was buried in snow



2,212

Number of guns seized from carry-on luggage at U.S. airports in 2014, a 22% increase from 2013

'I'm the first, but I won't be the only.'



THE REV. LIBBY LANE, on her consecration as the Church of England's first female bishop

Briefing

LightBox

Tea-à-Tête

President Barack Obama and Indian Prime Minister Narendra Modi met privately in New Delhi on Jan. 25 to discuss issues facing both countries, from the rise of China to climate change to a civilian nuclear deal that would enable U.S. firms to build power plants in India.

**Photograph by Stephen Crowley—
New York Times/Redux**

FOR PICTURES OF THE WEEK,
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World

Europe's Rough Ride

By Ian Bremmer

On Jan. 25, Greek voters reminded the world that Europe's recovery from crisis remains unfinished by voting in the Euroskeptic party Syriza. Greece isn't about to leave—or be shoved from—the euro zone. But the labor and budgetary reforms needed in countries like Greece, Italy and Spain to restore Europe's economic vitality are far from complete. Combined with other woes, like political fragmentation in major capitals and national-security threats, the continent faces challenges that may well throw its slow recovery into reverse this year. Which is why European consumers and international

investors are getting queasy—and why the E.U. is ground zero for the collision of politics and the global economy in 2015.

Syriza's win draws new attention to the rising tide of anti-E.U. parties. Spain's Podemos, a leftist party like Syriza, could enter government by the end of this year. But this isn't just a phenomenon of the left. Britain's United Kingdom Independence Party (UKIP) and France's National Front are pulling mainstream rivals to the right. Leaders of Italy's Five Star Movement and the Alternative for Germany party, who reject labels of left and right, add to the sound and fury. The result is divided legislatures that will struggle to advance needed economic reforms, reversing progress made since the height of the euro-zone crisis in 2011 and '12.



Alexis Tsipras, the leader of Syriza, declares victory in Athens on Jan. 25

UNITED KINGDOM

'The trail of polonium traces leads not just from London to Moscow but directly to the door of Vladimir Putin's office.'

BEN EMMERSON, attorney for the widow of ex-KGB agent and whistle-blower Alexander Litvinenko, speaking on Jan. 27 at the opening of a public inquiry into Litvinenko's 2006 death in London by poisoning with polonium, a rare radioactive isotope; Russia has denied involvement in his death

But the political pressure to deliver a balanced budget in Germany will ensure that Chancellor Angela Merkel's push for painful reform in weaker E.U. countries will continue. The growing popularity of Alternative for Germany will weigh on her too as local German elections loom in February and May.

And there isn't much appetite for compromise from other core E.U. members. France is too weak to carry real weight in Berlin. UKIP will ensure that Britain's Conservatives keep their distance from E.U. problems in advance of British national elections in May. A strong Germany, weak France and absent Britain is a bad formula for restoring European growth—and E.U. unity.

Adding to Europe's headaches, the conflicts in Iraq and Syria—and sympathy for Islamic militants among some in Europe's minority Muslim communities—could provoke more terrorist attacks. Then there's the pressure from the east. Many Europeans would like to boost the economy by easing sanctions on Russia. But Vladimir Putin's continued mischief in Ukraine will make that difficult.

Put it all together and Europe is in for a rough ride in 2015.

Foreign-affairs columnist Bremmer is the president of Eurasia Group, a political-risk consultancy. His next book, *Superpower: Three Choices for America's Role in the World*, will be published in May.

DATA

THE AGES OF ROYALTY

King Abdullah of Saudi Arabia was, at 90, the oldest sovereign when he died on Jan. 23. Here are the world's five oldest national monarchs:



88
Queen Elizabeth II
United Kingdom*



87
King Abdul Halim
Malaysia



87
King Bhumibol
Adulyadej
Thailand



85
Emir Sabah
al-Ahmad al-Jaber
al-Sabah
Kuwait



81
Emperor Akihito
Japan

* AND 15 COMMONWEALTH NATIONS



Bloody Anniversary

EGYPT Activist Shaimaa al-Sabbagh collapses into the arms of a fellow protester after being shot, allegedly by police, during a small leftist protest in Cairo on Jan. 24 to mark the anniversary of the Arab Spring uprising that ousted autocrat Hosni Mubarak in 2011. Al-Sabbagh later died of her wounds, and at least 23 others were killed the following day in the most violent protests since former army chief Abdul Fattah al-Sisi was elected President in May. *Reuters/Al Youm Al Saabi*

THE EXPLAINER

Countdown to Apocalypse

The minute hand of the Doomsday Clock was moved forward two minutes to 11:57 on Jan. 22, the first adjustment in three years. The time on the clock, which was created in 1945, is set by a board of scientists and nuclear experts and symbolizes the world's proximity to global catastrophe. Here are three times the clock shifted back and forth:



1953 11:58 p.m.

The minute hand reached its closest point to midnight so far after both the U.S. and the Soviet Union tested thermonuclear devices, or hydrogen bombs, up to 500 times as powerful as the bomb dropped on Nagasaki during World War II.



1991 11:43

When the U.S. and USSR signed the first Strategic Arms Reduction Treaty to cut the size of their warhead arsenals by roughly 35%, the clock's operators decided the world was the furthest from calamity since the clock's inception.



2015 11:57

Programs to modernize nuclear weapons in both the U.S. and Russia helped push the clock closer to midnight. But the board also cited the threat of climate change, saying current efforts to protect the planet are "entirely insufficient."



IRAQ

6,000

Number of fighters killed by U.S.-led air strikes on ISIS targets in Syria and Iraq, according to U.S. Ambassador to Iraq Stuart Jones in an interview with al-Arabiya television; the unexpected disclosure prompted the Pentagon to clarify that the death toll was not a key "metric of success"

Trending In



POLITICS

Former Thai Prime Minister Yingluck Shinawatra vowed on Jan. 23 that she would prove her innocence after authorities said they would indict her on corruption charges. On the same day, the military-led government that ousted her in May barred her from politics for five years.



INVESTIGATIONS

Argentine President Cristina Fernández de Kirchner moved to dissolve the country's intelligence services on Jan. 26 after suggesting rogue agents were involved in the mysterious death of a prosecutor investigating the deadly 1994 bombing of a Jewish center.

TECHNOLOGY

The government in Taiwan approved a controversial law that would fine parents up to \$1,600 if they allowed children under the age of 18 to use electronic devices "for a period of time that is not reasonable."



Nation

Snow Go Behind the botched predictions

BY BILL SATORITO

THE WARNINGS WERE DIRE. WITH FORECASTS of an epic blizzard barreling down on the Northeast, airports cleared out, travel bans were enacted, and for the first time in its 110-year history New York City's subway system was shut down because of snow. And then the Blizzard of 2015 blew off course. While much of New England and eastern Long Island were clobbered, other areas that had braced for the worst wound up with a snow day they didn't deserve. What happened?

The key to understanding why the blizzard went bust in New York City and Philadelphia is the weather modeling meteorologists rely on to make their forecasts. There are four main computer models used around the world: the American Global Forecast System; the European model, called the European Center for Medium-Range Weather Forecasts; the UKMET model from the U.K.; and the Canadian model. All had been predicting a more easterly track—which would miss New York City—until three days prior to the event. “Before that, the models all took the storm out to sea,” says Joel Gratz, a meteorologist and the CEO of forecasting company Open Snow.

Then a critical shift by the European model—regarded as the world’s most reliable—moved the storm’s track west. The U.S. National Weather Service, which politicians rely on for emergency planning, based its forecast on the European model, thereby triggering the snowpocalypse preparations.

But in forecasting, the margin between right and wrong can be razor-thin. Some 10 in. of snow may have fallen in Central Park, but parts of Long Island, just 20 miles away, were hit with 1.5 ft. And snowfall totals, which depend on temperature and how snow crystals form, are especially difficult to predict. “A false alarm,” says Ryan Maue, a research meteorologist at the private firm WeatherBELL, “is hardly the worst possible outcome.”





GETTY IMAGES REPORTAGE

False alarm New York City geared up for a monster storm that never materialized

Photograph by
Benjamin Lowy for TIME

The Rundown

ESPIONAGE Federal agents arrested an alleged Russian spy, Evgeny Buryakov, on Jan. 26, accusing him of using his cover as a New York City banker to gather intelligence for Moscow. Two alleged co-conspirators had already left the U.S. and were charged in absentia.

SEXUAL ASSAULT Two former Vanderbilt University football players were convicted on Jan. 27 of raping an unconscious female student in a dorm room in 2013. The trial, which occurred amid heightened national scrutiny of the problem of campus rape, included cell-phone videos of the assault. Two other former players have been charged in the case and await trial.

CAMPAIGN FINANCE

\$889M

Amount the political network backed by conservatives Charles and David Koch reportedly plans to spend on the 2016 election—almost as much as the entire national Republican Party spent on the 2012 race.

FOLLOW-UP CAPITAL PUNISHMENT

PUNISHMENT The U.S. Supreme Court agreed on Jan. 23 to hear death-row inmates' challenge to Oklahoma's controversial lethal-injection protocol, the subject of TIME's May 26, 2014, story "Fatally Flawed." The court will review whether new combinations of execution drugs—which critics say cause intense suffering and lead to botched procedures—violate the constitutional ban on cruel and unusual punishment.



Tech

Virtually Real

Microsoft joins the crowd betting on 3-D headsets

BY DAN KEDMEY

A MICROSOFT ENGINEER FASTENED the HoloLens tight against my forehead. I looked through the visor of the company's new virtual-reality headset at a perfectly ordinary coffee table. Suddenly a translucent castle surrounded by fields complete with grazing digital sheep materialized on its surface as the prototype gadget beamed images directly into my eyes. By gesturing with my hands, I could prod the animals around the pasture, nudging one of them to the edge of the table, where it jumped down to safety.

This startling demo is the latest sign of how tech giants foresee a 3-D future. Microsoft is pitching its HoloLens as the next wave of computing, not just for gaming but also for tasks ranging from video conferencing to 3-D modeling. "Our industry's progress is punctuated by moments of category creation," CEO Satya Nadella said at a Jan. 21 event at the company's Redmond, Wash., headquarters. "Holographic computing is one such moment."

Nadella didn't say when the HoloLens might be available to consumers or how much it will cost, but it's clear it will have a lot of competition when it hits stores. Early last year, Facebook paid \$2 billion for virtual-reality startup Oculus VR, which is close to releasing an affordable headset. Sony is working on a similar device to go with its PlayStation 4 gaming console. And Samsung sells the \$199 Gear VR, which is compatible with its Galaxy line of phones. Here's a closer look at the industries that tech's biggest players think virtual reality can disrupt.



A user tries a HoloLens version of Microsoft's Minecraft

How VR Will Change ...

EDUCATION

Teachers in virtual-reality-equipped classrooms could lead students on digital field trips to the rain forest or to witness the Battle of Waterloo. The developer version of Oculus Rift, which Facebook CEO Mark Zuckerberg said has huge educational potential, already has apps that let students wander the moon or see Vermeer's studio.

GAMING

Virtual-reality headsets offer a fully immersive experience that takes up a user's entire field of vision. Demonstrations of Sony's Project Morpheus, which will be compatible with its game console, put players in command of a vessel screaming through space, for instance. The images they saw followed their head movements.

ENTERTAINMENT

Virtual-reality headsets will let users project 3-D movies on a simulated big screen, giving them the best seat no matter where they are. Samsung already has a sizable library of movies to watch on its Gear VR headset. At this year's Sundance Film Festival, 11 VR films were shown for the first time as filmmakers experiment with the technology.

COLLABORATION

Some headsets use a camera to beam the wearer's view to faraway experts, who can then walk them through fixing a broken sink, for instance. That could revolutionize tech and customer support. Microsoft's HoloLens also allows users to send one another visual cues—the direction to turn a pipe, say—to make instructions simpler.



Microsoft HoloLens
No release date set



Samsung Gear VR
Available now, \$199



Oculus Rift
Late 2015, \$350 est.



Sony Project Morpheus
No release date set



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The Vaccine Crisis

New outbreaks underscore old risks

BY ALEXANDRA SIFFERLIN

THE RASH OF NEW MEASLES CASES TRACED BACK TO VACATIONERS AT DISNEYLAND, OF all places, is renewing worries over vaccination rates. Most of the new infections stem from California, which has a comparatively low measles inoculation rate of 92.7%. (Mississippi's is 99.9%.) But other preventable diseases afflict Americans. While California works to improve its rate, here are the latest vaccine guidelines you need to know.

THE DISEASE	THE NEW CASES	THE VACCINE	THE PROTOCOL
✓ WHOOPING COUGH	In 2012 the U.S. saw a nearly 60-year high in cases , and in 2014 there were almost 30,000 reported infections. Many more cases go unreported.	The childhood vaccine is given at 2, 4, 6 and 15 months and at 4 to 6 years. The booster should be given at 11 and to pregnant women .	The CDC says the whooping-cough vaccine loses efficacy as people age, so people should consider a booster shot in adulthood .
✓ MEASLES	In January, California saw 59 cases , which health officials traced back to people who weren't inoculated or didn't receive the full dose of the vaccine.	With two full doses, MMR shots are 99% effective against measles, mumps and rubella. The first dose is given around age 1, the second at 4 to 6.	Though the vaccine can wane over time, experts say getting two doses should protect against measles throughout adulthood.
✓ HPV	HPV is the most common sexually transmitted infection, and while most strains go away on their own, some can cause throat or genital cancers .	There are two vaccines for HPV: Cervarix and Gardasil. Experts say girls and boys ages 11 to 12 should get vaccinated.	Each vaccine is effective only if you get all three doses. Only 57.3% of adolescent girls and 34.6% of adolescent boys get even one dose .
✓ FLU	It's still early, but the 2014–2015 flu is especially nasty, and the vaccine is only 23% effective . This flu is on the rise and has killed 56 children so far.	The shot changes every season based on which strains scientists predict will be dominant. It's recommended for ages 6 months and up.	Since flu viruses change rapidly, you need to get a new flu shot every year .
✓ SHINGLES	One in three Americans will develop shingles at some point, with people over 60 at the greatest risk. Shingles and chicken pox are caused by the same virus.	The vaccine for chicken pox is recommended for kids. The vaccine for shingles, called Zostavax, is for people 60 and up .	The chicken-pox vaccine doesn't prevent shingles . Make sure to get the shingles shot at age 60.

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Milestones



Baseball Hall of Famer Ernie Banks died on Jan. 23 at 83

DIED

Ernie Banks Mr. Cub

By Willie Mays

Ernie Banks would famously say, "It's a beautiful day for a ball game ... let's play two." And I'd tell him, "Ernie, we just played a doubleheader. Nobody wants to play anymore! We're all tired!" Then we'd all just laugh.

No one loved baseball more than Ernie. And anyone who knew Ernie could never hate him. We played together on barnstorming teams around the country, and you saw up close how much people loved him.

He gave the fans what they wanted. He'd hit it a long way in batting practice and would sign autographs. He always had that smile. I never saw him sad, ever. I'm sure it bothered him that as great as he was, he never got to play in a postseason game. But I never heard him talk about it.

He was such a terrific fastball hitter, and although his arm was so-so at shortstop, he'd always get you out. When you talk about Ernie's impact in baseball, you have to start with what he meant to Chicago. At the Hall of Fame every year, Ernie would show up a little late. We'd always tease him about that. "Here comes Mr. Cub! Mr. Cub has finally arrived!"

Ernie loved that name. He'll always be Mr. Cub.

Mays is a Hall of Fame center fielder who played for the San Francisco Giants

BANKS: LOUIS REQUINA—MLB PHOTOS/GETTY IMAGES; CANTU: ADAM KRAUSE—REDUX; VEGA: ALEXANDER TAMARGO—GETTY IMAGES

OPENED

The first licensed Bitcoin exchange in the U.S., called Coinbase. It got funding from the New York Stock Exchange to begin trading the digital currency and will take a 0.25% cut of most transactions.

DIED

Alice K. Turner, 75, longtime fiction editor at *Playboy*. During her tenure at the magazine, she published literary greats like John Updike, Joyce Carol Oates and David Foster Wallace.

CROWNED

As Miss Universe, **Paulina Vega** of Colombia. Donald Trump, who owns the pageant, said she was an early front runner and "a star." Miss USA, Nia Sanchez, was the runner-up.



FILED

For Chapter 11 bankruptcy, the company behind **SkyMall**. The catalog business has reportedly suffered in recent years as Internet access has become more widely available during airline flights.

DISCOVERED

Fish in Antarctic waters below almost a half-mile of ice. They live with no sunlight in subfreezing temperatures.

REACHED

By Duke University basketball coach **Mike Krzyzewski**, 1,000 career wins. With the team's Jan. 25 victory over St. John's, he became the first NCAA Division I coach with that distinction.

DIED

Vince Camuto

Footwear mogul

Vince Camuto, who died Jan. 21 at 78, built a fashion empire that extended well beyond the fame of his own name.

In 1978, the native New Yorker co-founded **Nine West**, a brand that promised style at a reasonable price. His shoes meant different things to different women: a first pair of heels, a splashy set of going-out sandals, a sturdy shoe for the office, a gateway drug to Carrie Bradshaw levels of shoe addiction.

Nine West grew fast, going public in 1993 and selling for \$900 million in 1999. When Camuto's two-year noncompete deal ended, he and his wife Louise launched the **Camuto Group**, selling shoes under their own names as well as licensing designs for the likes of **BCBG Max Azria**, **Banana Republic**, **Jessica Simpson** and **Tory Burch**, for whom his team designed the wildly popular **Reva** ballet flat.

The devil may wear Prada, but most of us are happy wearing Camuto.

—SARAH BEGLEY



Down and Out in Davos

Why the world's powerful are worried about 2015



IT'S A PERENNIAL QUESTION: WHAT IS the World Economic Forum (WEF) actually good for? The annual confab of the world's rich and powerful in Davos, Switzerland, has evolved significantly in the past few decades, from a gathering of hardcore economists and financiers to a broader forum for the discussion of ideas ranging from the role of women in the workplace to the future of the Internet. In my opinion, it's still the best place on earth to get a sense of what global decisionmakers will be thinking about in the year ahead. I made my way around the Magic Mountain listening to bankers, executives, policymakers and world leaders, and here's what I found.

Tech Brings Bad With Good

DIGITAL DISRUPTERS AND WEB PIONEERS—GOOGLE executive chairman Eric Schmidt, Yahoo CEO Marissa Mayer and Facebook COO Sheryl Sandberg among them—were out in force as always, extolling the virtues of concepts like the “Internet of things,” which could create entirely new markets. But average people don’t necessarily share their enthusiasm for, and abiding faith in, tech. The Edelman Trust Barometer report, a 27-country survey measuring confidence in the public and private sectors that was released during the conference, found that the majority of the world’s consumers think technological change is moving too fast for them. By a margin of 2 to 1, people don’t believe that governments or businesses are thinking enough about the broad societal impact of developments like social media, digital security, genetically modified foods and fracking. Technology for technology’s sake, most people feel, is not a good thing.

That, in part, may be because the gains made possible by technology over the past decade or so have been unevenly shared. A WEF white paper prepared by the Swiss bank UBS found that sectors boosted by new technologies, such as finance and manufacturing, “have delivered a large share of U.S. economic growth without adding significant numbers of new jobs.” Smarter software and the advent of such innovations as 3-D printing are making some people very wealthy. But technological advances have done comparatively little to replace the middle-class jobs lost over the past couple of decades.

How to explain the divide? Technologists like MIT’s Andrew McAfee, who made waves at Davos



last year with a book he co-wrote, *Race Against the Machine*, would argue that the scope of the digital revolution is so massive that it will destroy more jobs before it starts creating them and that the broader growth-enhancing effects of technology will simply take longer to be felt. As the UBS paper notes, it took around 50 years for the benefits of electricity to completely filter through the economy. Still, for a civilization that reflexively looks to technology to deliver us from seemingly unsolvable predicaments, this is a worrisome trend.

Global Growth May Be in Peril

WE NEED THAT BROADER TECH BOOM TO GOOSE productivity. Globally, productivity grew at a good clip over the past half-century, rising 1.7% a year. But as countries become more developed, productivity growth slows. One of the most sobering presentations, given by the consulting giant McKinsey, made the point that when you combine slower productivity with a dramatic decrease in the global birth rate, you get economic growth that could be much lower over the next 50 years than it has been in the past 50.

Economic growth is basically a function of the number of workers and their productivity. The former is falling sharply as countries get richer and women have fewer children, and the latter is more or less stagnant. “It’s as if we’ve been flying

Rana Foroohar



a plane on two engines, and one of them is about to go out," says James Manyika, head of the McKinsey Global Institute. If current trends continue, McKinsey projects that global growth will slow to about 2.1% a year, even as more people than ever have expectations of a middle-class life. Not a great formula for social stability.

Women and Children First

PEOPLE CAN KEEP PRAYING THAT TECHNOLOGY will produce more middle-class jobs, but there is one proven solution for boosting economic growth: putting more women to work. The picture of gender parity from Davos is never great; this year, the meeting had a record 17% female participation, up from 9% in the early 2000s. One WEF study found that at the current rate of change, it would take women 81 more years to reach economic equality with men.

Ironically, this seems to have created a cottage industry in gender-parity consulting. Employees of both sexes from firms like Mercer and Ernst & Young were at Davos hawking strategies about how to promote women. My advice: think less about leaning in and more about how to help families create support structures that allow more women to work. Warren Buffett once suggested to me that the U.S. government should offer subsidized child care, allowing caregivers (mostly women) to earn a better wage while freeing wom-

Hot seats *From left:*

WEF board member Jim Hagemann Snabe, Facebook's Sandberg, Google's Schmidt, Microsoft CEO Satya Nadella and Vodafone CEO Vittorio Colao participate in a panel

en who are higher up the educational food chain to take bigger jobs. It remains one of the best policy proposals I've ever heard.

Plenty of Band-Aids, Not Many Cures

OF COURSE, THAT WOULD REQUIRE ACTION FROM politicians, something that everyone agrees is in short supply. The divide between the fortunes of global markets (which have remained surprisingly buoyant) and national economies (which are sluggish in many parts of the world) was a big topic yet again. In the middle of the WEF meeting, the European Central Bank (ECB) launched its version of quantitative easing, a \$1.3 trillion bond-buying program of the type that the U.S. Federal Reserve—which bought some \$4 trillion in assets over the past few years—has only just reined in. It is an effort to help Europe avert another recession, and markets responded instantly, with European stocks rising, bond yields falling and the euro weakening, which should help exports.

While many at Davos were grateful for the up-tick in their portfolios, some high-profile financiers fretted that the ECB's move comes with a downside that will thwart a lasting solution to the European debt crisis. As hedge funder Paul Singer put it to me, "The QE program takes the pressure off European leaders to take the fiscal, tax, regulatory, trade, education and other steps necessary to generate real sustainable growth. [ECB president] Mario Draghi is an enabler, because the money printing enables the Presidents and Prime Ministers to avoid making real structural reforms."

Polarized politics on both sides of the Atlantic has made it hard for governments to make the sorts of moves that create real growth. (The recent Greek elections won't change much there.) So central bankers have kept the easy money flowing to give countries more time. But the emerging-market crises of the 1980s and '90s teach us that printing money isn't a substitute for fixing structural problems. If you do one without the other, the market will punish you viciously later on.

And all that easy money has exacerbated the growth of inequality globally, since most of it has gone to pumping up stocks, which are mainly held by the top 25% of the population. Wages remain stagnant and middle-class jobs elusive. That divide, which reflects the one between Davos and everywhere else, is what we'll be grappling with in the year ahead. ■



2015 TIME DEALER OF THE YEAR ANDY CREWS

Manchester, NH



AWARDED FOR BUSINESS ACHIEVEMENT & COMMUNITY SERVICE

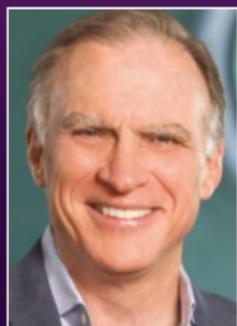
These distinguished business executives are the recipients of the TIME Dealer of the Year Award—honored for their outstanding performance as automobile dealers and as valued citizens of their communities. Each candidate is nominated by either state or local associations of franchised new-car dealers, and then a faculty panel from the Tauber Institute for Global Operations at the University of Michigan selects three regional winners and one national TIME Dealer of the Year.

TIME, in partnership with Ally and in cooperation with the NADA, is pleased to give deserved recognition to these representatives of the thousands of quality dealers across the country. Congratulations to all, and best wishes for a highly successful 2015.

Congratulations to this year's TIME Dealer of the Year Award recipients. Each of them excels in business and works diligently and untiringly to help their communities and their industry. They represent the best of our profession and are an inspiration to all of us. On behalf of dealers everywhere, I thank TIME and Ally for recognizing and honoring the franchised new-car dealers of America.

A handwritten signature in black ink that reads "Forrest McConnell, III".

Forrest McConnell, III
NADA Chairman



**GREG
GOODWIN**
Portland, OR



**MICHAEL
SHANNON**
Fond Du Lac, WI



**GREG
YORK**
High Point, NC

IF THERE'S A WAY TO MAKE A DIFFERENCE, HE FINDS IT.

When a challenge presents itself, Andy Crews, the 2015 TIME Dealer of the Year, never backs down. That remarkable drive has helped fuel his passion for continuous improvement of both his business and community, bettering numerous charities and countless lives around him. All of us at Ally congratulate Andy for his awe-inspiring achievements.



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Laid to rest In keeping with tradition, King Abdullah, 90, was buried in an unmarked grave in Riyadh on Jan. 23, after ruling Saudi Arabia for nearly a decade

WORLD

Kingdom At the Crossroads Can Saudi Arabia find a middle path?

BY KAREN ELLIOTT HOUSE

HERE WAS BIG NEWS ON THE Arabian Peninsula in late January, some of it good and some of it very bad. The Saudi royal family managed a smooth succession following the death of King Abdullah, 90, with power passing to the new King—his half brother Salman, 79—and the new crown prince, Muqrin, 69, who are expected to largely carry on the policies of the late King. More notably, the al-Saud royal family advanced to deputy crown prince a relatively young next-generation prince who is seen as friendly to the U.S. The appointment of Prince Mohammed bin Nayef, 55, puts the first grandson of the founder of the al-Saud dynasty, Abdul Aziz, in line for the throne after more than 60 years of rule by a succession of the founder's sons. In short, a much-feared family feud that could have destabilized the kingdom has been avoided.

But elsewhere in Arabia, things went from bad to worse. The Saudi-supported government next door in Yemen collapsed, costing Riyadh a key ally and leaving Iranian-backed Houthi tribesmen threatening U.S. counterterrorism efforts there. Thus another Middle Eastern country devolved into chaos—in this case, one that President Obama had cited as a U.S. success story only months earlier.

Meanwhile, conflicts raged on in Syria and Iraq and instability continued to engulf Libya, where mobs in late January attacked the national bank. Elsewhere, jihadis from the Islamic State of Iraq and Greater Syria (ISIS) beheaded a Japanese hostage. Just another week in the continuing descent into chaos and death that is rending the Middle East and increasingly threatening the West.

While the installation of the new leadership trio in Saudi Arabia is intended to send Saudis and their neighbors a clear message of stability and strength, the reality is that the regime is threatened from all sides and faces mounting domestic pressures from both fundamentalists and modernizers. Saudi Arabia has been unusually independent and assertive in its foreign policy in recent years, and that is likely to continue—if only because the kingdom no longer trusts its longtime U.S. protector to defend its interests in the volatile region, particularly against the growing power of Iran. In short, the al-Saud regime has decided how to fill the seats in the throne room, but skeptics worry that this is a bit like rearranging the deck chairs on the *Titanic*.

Three Body Blows

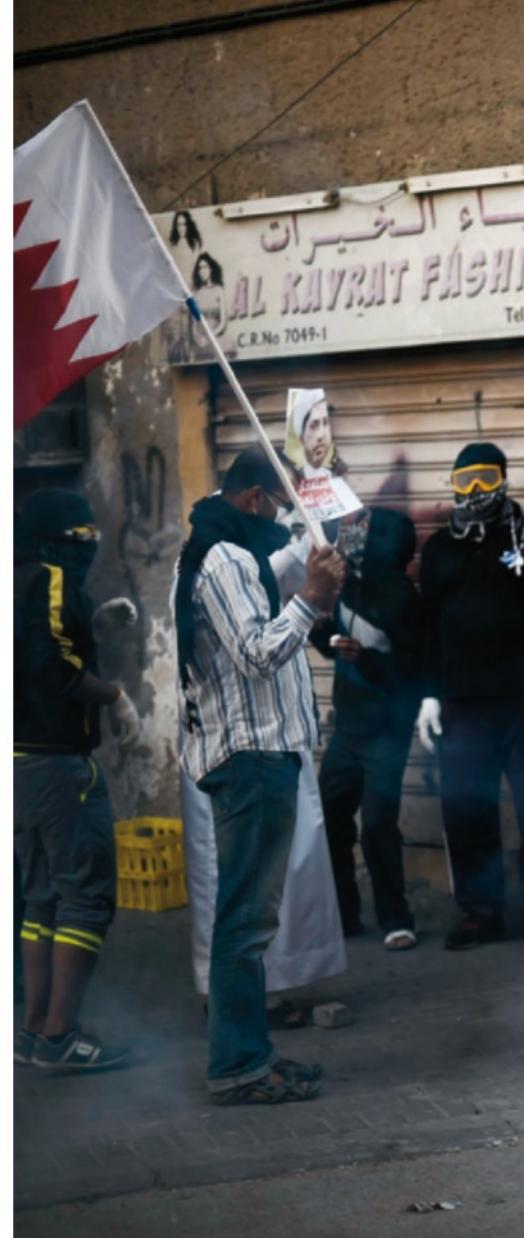
THE MIDDLE EAST HAS NEVER LACKED FOR confusion and conflict. But rarely, if ever, have its divisions run deeper or in more directions than today. Nor have they ever seemed less amenable to resolution.

The region's fault lines include those between Sunni and Shi'ite Muslims, a division that goes back nearly 1,400 years to a dispute over the rightful successor to the Prophet Muhammad. Going back at least as far are conflicts between Arabs and Persians, the forefathers of modern Iranians. Another divide, of course, is that between Arabs and Israelis.

Across the region, there is also bitter competition over what model of governance, if any, will replace the largely secular but often ruthlessly authoritarian one that in recent decades kept a lid on domestic discord in most Arab countries. As these Arab strongmen have been toppled—in Iraq by the U.S. military and in Egypt, Tunisia and Libya by popular movements—the competition to replace them has been largely between what we think of as the liberalism of the Arab Spring and the rigid, often violent versions of Islam exemplified by ISIS. The Saudi monarchy, one of the few stable regimes remaining, is determined to survive by treading a cautious path that avoids both outcomes. It won't be easy.

But among those many intersecting fault lines, the one that dominates and sublimates all the others is the fierce struggle for regional influence between the Middle East's two most powerful nation-states: Saudi Arabia and Iran. Both rivals are authoritarian, Iran ruled by its mullahs and Saudi Arabia by its al-Saud monarchs. Each sees itself as the center of the Islamic world. Yes, Iran is majority Shi'ite and Saudi Arabia is majority Sunni, but their rivalry has less to do with Islamic sectarianism than with pure power. Each is exploiting the internal weaknesses of fragile states like Syria, Iraq, Libya, Yemen and Bahrain to expand its political influence with competing, and often warring, factions within those broken countries.

As the collapse of Yemen's shaky government to the Houthi tribesmen indicates, Iran is winning this pivotal struggle—in Yemen, in Syria, in Lebanon and in Iraq, which is increasingly coming under Iranian influence after the withdrawal of U.S. troops. This is a nightmare for Saudi Arabia, its few remaining Arab allies and, if unchecked, for Israel. The historic Sunni-Shi'ite divide is simply a weapon that both



Saudi Arabia and Iran are wielding in their power struggle and not the primary cause of the region's bloody divisions.

After all, Iran sought from the birth of its theocracy in 1979 to export its Islamic revolution abroad. But the region's Arab states proved resistant. In the 1980s and '90s, ethnic and religious divisions—always present in most Middle Eastern countries—were repressed by largely secular, often ruthless strongmen. The prototype was Saddam Hussein in Iraq. His overthrow by the U.S. in 2003 not only removed Iraq as the longtime Arab counterweight to neighboring Iran but also unleashed Iraq's long-repressed majority Shi'ites against their minority-Sunni oppressors.

Iran was quick to exploit this Sunni-Shi'ite strife to exert influence inside Iraq. Meanwhile, Iran was also strengthening its relationship with Bashar Assad's Syria,



once more amenable to Saudi influence. Score two rounds for Iran.

The third body blow to the Saudis came in Egypt. An already nervous Saudi Arabia grew apoplectic when Egyptian strongman Hosni Mubarak was toppled by street protests in 2011 while the U.S., a longtime supporter of Mubarak, stood by. Was this how the U.S. treated valued allies? To make matters worse, the Muslim Brotherhood, a fundamentalist Islamist group with tentacles inside Saudi Arabia, won power in Egypt's first free election, demonstrating to Riyadh that conservative Islam could prevail at the ballot box. In 2013, of course, Egypt reverted to military rule under General Abdul Fattah al-Sisi, which was far more compatible with the Saudis, who have since assumed the burden of bankrolling his regime. But the U.S. role in Mubarak's fall continues to sting among the al-Saud rulers.

Border skirmish Protesters allied with the Shi'ite opposition movement clash with police on Jan. 20 near Manama in Bahrain, a Sunni-ruled Gulf kingdom supported by Saudi Arabia

The Homegrown Challenge

WHEN ANTI-ASSAD PROTESTERS TOOK TO the streets of Syria in 2011, the Saudis—already feeling vulnerable and undervalued by the U.S.—became unusually assertive in their determination to overthrow Assad and at last deliver a major defeat to their nemesis Iran. Instead of quick victory, the Saudis now find themselves bogged down in a protracted proxy war in Syria with ever more risks to themselves. The al-Saud regime was further appalled when Obama suddenly retreated from his own red line against Assad's use of chemical weapons in Syria. As the bloody Syrian civil war has dragged on, a virulent group of Sunni



jihadis once known as al-Qaeda in Iraq spread in Syria under the name of ISIS, declaring their determination to create a new Islamic caliphate in the region. While the rise of ISIS and its fight against Shi'ites in Iraq and Syria would seem a threat to Shi'ite Iran, in fact it presents a much more immediate danger to the Saudis.

Here's why: ISIS's claim to re-establish an Islamic caliphate encompassing all Muslims means, by definition, reclaiming the two holiest sites in Islam: Mecca and Medina, both inside Saudi Arabia. In other words, it means taking over or at least dismembering the Saudi kingdom.

So today, Saudi Arabia is encircled by turmoil in Syria, Iraq and Yemen, a country with which it shares a long and very porous border. The al-Saud regime is threatened both by a Shi'ite Iran and a Sunni ISIS that delights in killing Shi'ites. The old adage that the enemy of my enemy is my friend no longer applies.

But the kingdom's problem is home-grown too. Young Saudis—officials acknowledge at least 2,000—have fled their oil-rich kingdom to join ISIS even though the government has issued a decree that sets mandatory prison sentences for any Saudi who joins the ISIS jihadis and dares to return. A Saudi imam told me during a recent visit to the kingdom that his 18-year-old son is begging to go fight with ISIS in Syria or Yemen. "I don't forbid it," he said. "But I tell him he isn't yet learned enough in Islam to do the right thing in all the situations that will arise in Syria." This subtle warning not to risk misinterpreting Islam and thus endangering his entry to paradise has so far proved effective. But the imam notes that his son is just one of many young men coming to him for a blessing to go away and fight. And, chillingly, this imam says it is "exciting" to contemplate the establishment of an Islamic caliphate—and thus, in effect, the end of al-Saud rule.

In Riyadh, a Saudi mother confides that her 18-year-old son has already left for Syria to join ISIS. This deeply devout woman is calm about the fact that her son can't come home again and likely will die in a Muslim-vs.-Muslim civil war. "He is at peace," she says. "I just want him to die in the right way."

Having promoted the severe Wahhabi vision of Islam for decades, the Saudi kingdom rightly fears not only an ISIS beyond its borders but also the appeal of ISIS to domestic fundamentalists like the imam and his flock.

Saudi security officials express genuine awe at the high quality of ISIS recruitment videos on social media and their emotional appeal to young Muslims. Western experts on terrorism, including the Rand Corp.'s Brian Jenkins, say ISIS is rapidly becoming a fad among impressionable young Muslim males. The Saudi kingdom, beyond instituting mandatory punishment for Saudis who go abroad for jihad, is seeking to occupy young Saudis at home both by improving job opportunities and providing more sports clubs and other outlets for youthful energy. Just last June, the late King named his nephew Prince Abdullah bin Mosaad general president of youth welfare. He told me in November that the King had charged him with not only improving Saudi sports teams but also curbing jihadi inclinations among young Saudis.

Yet the heart of the challenge is modernity itself. Young Muslims in the Middle East, now connected to one another and the outside world through social media, no longer are willing to simply obey authoritarian parents and autocratic rulers. They seek a greater say in their lives and futures. For some, this means joining ISIS to re-establish what they see as Islam's glory days, even if that leads to the beheadings of fellow Muslims and of infidels whom they blame for supporting the autocratic regimes they believe have suppressed Middle Eastern nations for decades. For others, it means attending Western universities and pressing for more individual liberty and modernity. For still others, it means seeking change that will allow them greater freedom to practice Islam as they choose and to press for governments that are less corrupt and more transparent, and which grant their citizens more individual dignity and human rights.

The third group may be a silent majority, but the emphasis is on *silent*.

The Oil Weapon

FACED WITH ALL THOSE CHALLENGES, THE new Saudi leadership team, if anything, is likely to be even tougher on domestic dissent and on Iran. Unlike the Obama Administration, the Saudi leaders are exceedingly unlikely to seek deals with an Iranian regime they deeply distrust and fear. King Salman has long been close to the Wahhabi religious establishment, which sees Shi'ites as apostates to be destroyed, not dealt with. And Prince Mohammed bin Nayef is the kingdom's longtime anti-



terrorism leader. The first test of their resolve to confront Iranian proxies will be Yemen, where growing Iranian influence and the risk of terrorism's spread into the kingdom may soon require Saudi military intervention.

What can or should the U.S. do to deal with a region trapped in intertwined religious, ethnic and political divisions, all exploited in a power struggle between Iran and Saudi Arabia? Despite the temptation, it is not wise for the U.S. to wash its hands of the Middle East mess or to think it is in America's interest to simply watch Muslims continue to kill one another. Benign neglect is not a policy, nor is launching occasional drone strikes across the region or limited bombing runs against ISIS.

Yet the U.S. should also resist the temptation to jump in and try to untangle the Middle East morass. As Singapore's wise



former Prime Minister Lee Kuan Yew has said, "Only Muslims themselves—those with a moderate, more modern approach to life—can fight the fundamentalists for control of the Muslim soul." He predicted that this inevitable battle would be joined "when the Islamic terrorists seek to displace their present Muslim leaders, as they must if they are to set up their version of the Islamic state." That is precisely what the world now faces with ISIS challenging the leadership in Iraq, Syria and, by extension, Saudi Arabia. In short, the U.S. should engage patiently and quietly using any means necessary to back moderate Muslims when they merit such support by their actions.

The U.S. has two key interests in the Middle East: the defense of democratic Israel and of the free flow of oil from Saudi Arabia. These aren't new priorities; what

Shifting sands Houthis leave a religious site in northern Yemen on Jan. 3; the militia recently seized the presidential palace in Sana'a

is new is that both Riyadh and Jerusalem deeply distrust the Obama Administration to defend those traditional pillars of U.S. Middle East policy. Securing a nuclear deal with Iran has become Obama's primary regional goal. Both Riyadh and Jerusalem fear that the Administration will sign a sham deal this spring that essentially papers over Iran's determination to secure nuclear weapons and thus gives Tehran the best of both worlds—the opportunity for a nuclear breakout and a big boost in its drive for dominance in the region.

As 2015 opens, Saudi Arabia is using its oil production to penalize Iran. The kingdom's willingness to let oil prices fall to maintain its own market share is punish-

ing Iran and its Russian ally in Syria far more than Saudi Arabia itself is suffering. Score one for the Saudis. There are those who believe that Iran's economic weakness will force it to abandon its nuclear ambition rather than risk new economic sanctions. But that almost surely is wishful thinking.

Whether or not Obama succeeds in getting Iran to sign some kind of deal, the odds hold that Iran will become a nuclear power. If so, Saudi Arabia—likely assisted by Pakistan—will not be far behind, thus raising the competition between the two regional protagonists to an even more dangerous level. In this most likely scenario, we all will be losers. ■

House is the author of On Saudi Arabia: Its People, Past, Religion, Fault Lines—and Future

Boris

He's the **mayor of London** and the joker of U.K. politics. But Boris Johnson has his eyes set on 10 Downing Street—and he might just get there

BY CATHERINE MAYER/LONDON

LONDONERS LOVE TO GRUMBLE about overcrowding, but their mayor insists that the city's rapid population growth should be celebrated. "In one week's time, there will be a birth in a London maternity ward somewhere," says Boris Johnson. "What we need is the wise men to gather around the crib with ... I don't know ..." The Conservative politician, who is rarely at a loss for words, deploying them in great flurries, quickly finds a punch line: "Oyster cards!" The image of latter-day Magi bearing gifts of the mass-transit passes used by Londoners is deliberately absurd. Comedy almost always sugars Johnson's serious intent.

The growing pains afflicting global magnet cities such as London and New

York are certainly serious. At some point this year, the British capital's population is expected to reach the highest level in its history, passing the previous record of 8.615 million in 1939. Looking out from his city-hall office at a skyline gaudy with recently built high-rises, Johnson acknowledges that every newborn Londoner means more pressure on housing and public services—as well as more nebulous worries about how different communities in this megacity get along or, as he puts it, "what kind of baby this is."

"It is my job to show how all the anxieties about that baby can be answered," he concludes. With under 15 months of his second mayoral term left to run, he has his work cut out if he is to leave London's swelling and diverse populations feeling

at ease with one another and within the city's congested bounds. Failure could directly damage his chances of fulfilling other key parts of his mandate: to protect London against terrorist attacks and prevent further outbreaks of the rioting that flared on the city's streets for six successive days in 2011.

Yet despite the scale of this task and a patchy record of matching aspirations to achievement, Johnson's horizons extend far beyond London. His tousled presence masks an ambition that a former colleague—an admirer—describes as "pathological" and "voracious" and that David Lammy, a Member of Parliament who aims to secure the Labour Party's nomination for the next mayoral contest, labels "ruthless."

Friends and foes alike believe that



Johnson's ambitions will not be sated by his likely election to Parliament in the U.K.'s May 7 general elections. Johnson, 50, says he's returning to Westminster to help his fellow Conservative Prime Minister David Cameron retain power. He is also the front runner to succeed him. Startling changes to Britain's political landscape mean that moment may be close at hand.

The Great Blond Hope

ANYONE WHO WITNESSED THE MAYOR OF London shamble onto the stage at the close of the 2008 Beijing Olympics, his shirt-tail working itself free as if with a mind of its own, will understand why until quite recently the prospect of Prime Minister Alexander Boris de Pfeffel Johnson seemed remote, if not ridiculous. Now burgeoning numbers within the Conservative Party are avid to propel their disheveled hero to the top. The mainstream parties—the Conservatives, their Liberal Democrat coalition partners and the Labour opposition—have lost public trust, political direction and clear dividing lines. Their weakness has created space for alternatives such as the anti-immigration U.K. Independence Party (UKIP), which topped the 2014 European parliamentary elections and won two by-elections, and the Scottish National Party (SNP), which last September fell short of achieving its goal of Scottish independence but deepened its base of support.

The SNP threatens a general-election rout in Scotland; UKIP looks set to steal seats in the heart of England. The Greens are surging too. The math suggests that Britons may wake up on May 8 to a deadlocked political system and the prospect of further elections if no viable coalition can be forged from the fragments of old certainties.

If this scenario comes to pass or the Conservatives are bumped into opposition, worried Tories see the possibility of salvation in Boris, a crowd pleaser known—like Bono, Rihanna and Madonna—by one name alone. He is by a hefty margin Britain's most popular politician, easily besting not only Cameron but also Nigel Farage, UKIP's joke-spewing leader, in a favorability index compiled on Jan. 17 by pollsters ComRes. Under the media spotlight, Farage's hearty persona is showing cracks.

Johnson seems to be thriving, a politician made for the age of YouTube and Vine, a game-show regular and jovial ringmas-

ter of the London Olympics. He was famously left twisting in the wind on Aug. 1, 2012, after a zip-wire ride to celebrate Team Great Britain's first gold medal came to an unscheduled halt. "If any other politician anywhere in the world was stuck on a zip wire, it would be a disaster," said Cameron later the same day, with more than a touch of jealousy. "For Boris, it's an absolute triumph."

Cameron and Johnson are alumni of the same posh school, Eton College, and of Oxford University. But while the Prime Minister's upper-crust background distances him from ordinary voters, the mayor—who can trace his ancestry back to King George II—via some aristocratic slap and tickle, connects more easily.

That he does so is partly down to savvy acquired during a career as a journalist—though that savvy appears to come and go, much like radio reception in a hilly landscape, the way Johnson once described his belief in God. ("I think about [religion] a lot," he says in conversation with

The Wit and Wisecracks Of Boris Johnson

'In 1904, 20% of journeys were made by bicycle in London. I want to see a figure like that again. If you can't turn the clock back to 1904, what's the point of being a Conservative?'

'I think I was once given cocaine, but I sneezed, so it didn't go up my nose. In fact, it may have been icing sugar.'

'My chances of being PM are about as good as the chances of finding Elvis on Mars, or my being reincarnated as an olive.'

'My friends, as I have discovered myself, there are no disasters, only opportunities. And, indeed, opportunities for fresh disasters.'

TIME, "but it would be pretentious to say I was a seriously practicing Christian.")

He still delivers a provocative weekly column to the conservative *Daily Telegraph* newspaper, for which he is paid just shy of \$380,000 a year—a figure he dismissed in 2009 as "chicken feed." Like many Boris blunders, this appears to have been forgiven or forgotten by the public. He has a talent for converting failings into characterful vulnerabilities. "He's a sly fox disguised as a teddy bear," Conrad Black, the ex-owner of the *Telegraph*, told the BBC.

A former colleague of Johnson's, who asks to remain anonymous, remembers an editor joking that "Boris has to have three of everything"—lunches (Johnson often hops from one event to the next); women (his second marriage, to attorney Marina Wheeler, has endured since 1993, but he has been caught out in affairs and sired at least one extramarital child); and jobs.

"My policy on cake is pro having it and pro eating it," Johnson likes to say. He first won a parliamentary seat in 2001 while continuing to edit the *Spectator*, a right-leaning current-affairs journal, and went on to author a comic novel and a book and TV series about the Roman Empire before winning office as mayor of London in 2008 and leaving Westminster. If he returns to Westminster in May—and he is contesting a seat on the outskirts of London that has chosen Conservatives since 1970—he envisages juggling his work as MP with his remaining year of mayoral duty.

The Optimist

AS AN OPPOSITION MP, JOHNSON MAY HAVE spread himself too thin to shine brightly. He climbed only to the lower ranks of shadow government before being sacked in 2004 amid tabloid stories about infidelity. As mayor he has delivered some big projects, like Crossrail, a rail route under construction to run west to east across London, but has made smaller inroads against the city's worsening housing crisis and has presided over rising transport fares. Despite the terrorism threat—raised to "severe" last August—police numbers are falling. Johnson's decision last year to buy water cannons for deployment in case of fresh riots also hit a snag. They were not licensed for use on English streets. "They are in this country disguised as ice cream vans," he says. "We're confident that should the situation arise, authorization would be forthcoming pretty quickly."



As the public face of London, however, he has proved resplendent. "He is the great actor-manager of our time," says Sonia Purnell, the author of a 2012 biography of Johnson, *Just Boris: A Tale of Blond Ambition*. "He is absolutely brilliant at seizing any opportunity to project Brand Boris."

But what does that brand entail? Johnson found time last year to produce a book about Winston Churchill. Some of Johnson's cheerleaders and several reviewers spotted echoes of the biographer in his portrait of a maverick who became the nation's most storied leader. The book centers on the author's assertion that "one man can make all the difference." Does Johnson see himself as such a man? "My resemblance to Churchill is as great as my resemblance to a three-toed sloth," he says.

Yet there are parallels—and not all of them flattering. Churchill had a reckless streak and malleable views, transferring his allegiance from the Conservatives to the Liberals and back again. At Oxford, though a Tory even then, Johnson won the presidency of the student union by allowing supporters of the Liberal Party and the centrist Social Democratic Party to believe him to be in broad sympathy with them. Some London Labourites who would never vote for Cameron backed Johnson in the past two mayoral elections, convinced that he was Conservative in name only. Unlike many Tories, he speaks up for the benefits that immigration has brought to the U.K., riffing on the "monochrome"

capital city he remembers from the 1970s. "Terrible stale gusts of beer and desiccated bleached white dog turds everywhere," he reminisces. "And old copies of [the sex magazine] *Mayfair* in bushes in the park."

He is "definitely" a social liberal, Johnson says. His increasingly cosmopolitan attitudes on subjects like same-sex marriage ("I can't see what the fuss is about") also help him reach beyond traditional party lines. Those attitudes might be expected to alienate conservative Conservatives, but everybody loves a winner—especially one who has steered a clever course on the question most likely to tear Tories apart: Europe. It isn't just that he has lulled many Conservative Euroskeptics into believing him of their number, even as Tories on the party's pro-European Union wing feel reassured by Johnson's internationalist outlook. (The latter have it right: the multilingual mayor is no Little Englander.) It's that Johnson's natural optimism is in such stark and seductive contrast to much of the angst around the possibility of the U.K.'s exiting the E.U.—the so-called Brexit.

"All is for the best in the best of all possible worlds," Johnson once told journalists confronting him over an imbroglio in his private life. The quote—from Voltaire's *Candide*—aptly sums up his messaging on Europe. If re-elected, the Conservatives promise Britons a referendum on whether to stay in the E.U. or depart. A 2014 report that Johnson commissioned looked at how

Public eye Johnson, left, and Cameron are both posh Old Etonians—but Johnson has an appeal to ordinary voters that the PM lacks

differently London would fare in the next two decades under those different scenarios. The report predicted that the capital's economy would grow by \$341 billion less outside the E.U.—yet Johnson characterized the findings as "a win-win situation."

To TIME he says, "I think Brexit is possible ... [Britain] would very rapidly come to an alternative arrangement that protected our basic trading interests. I must be clear. I think there would be a pretty testy, scratchy period." But, Johnson adds, "it wouldn't be disastrous."

Watch Out, Washington

LONDON'S MAYOR IS CARRYING THIS reassuring message to the U.S. on a six-day, three-city trade mission. At one juncture, though, it looked as if his Feb. 8 flight into Boston might be met by officials from the U.S. Internal Revenue Service. Johnson revealed in November that he was refusing to pay an IRS demand for capital gains on the sale of his London home.

Johnson is liable for this tax under U.S. rules because he carries American as well as British citizenship. He was born in New York City, the second destination on his itinerary, and lived there and in Washington—the last city he'll visit—until the age of 5. "The matter [of the tax bill] is now in hand," he says. There will be no diplomatic incident. Reports suggest he paid.

Johnson's dual citizenship does not mean the so-called special relationship between the U.S. and the U.K. would be safe from shocks if he did make it to 10 Downing Street. He quotes, with relish, Churchill's riposte to an aide who said, "We must kiss America on both cheeks." "Yes," said Churchill, "but not on all four." (Churchill's gag may in fact have involved France, but Boris isn't a details man.)

Nor is the U.S. necessarily safe if Johnson fails to become Prime Minister. Might his restless ambition seek a new outlet in American politics? Johnson's 1964 debut—in a hospital on New York's Upper East Side—is too well documented to excite the suspicions of birthers. "I'd have to raise so much money," he protests. "I'd have to find a party to join. Anyway, I've got plenty to do in London." Such considerations rarely trouble Johnson for long. ■

BUSINESS

**BABY, YOU
CAN DRIVE
MY CAR**

**AND STAY IN
MY GUEST
ROOM.**

**AND DO MY
ERRANDS.**

**AND RENT
MY STUFF.**

**MY WILD
RIDE
THROUGH
THE NEW
ON-DEMAND
ECONOMY**

BY JOEL STEIN





SOME FRENCH GUY HAS MY CAR.

He seemed nice enough—a little sweaty from walking up the hill to my house, but I've got faux-leather seats that are easy to wipe clean. I'm renting it to him for \$27 a day through RelayRides, a company that facilitated my transition from "dude with a car" to "competitor with Hertz." The French guy visited me a day early on a practice walk to make sure he could find my place, which is tucked away up a bunch of steep, winding roads. When I saw his sweaty face, I just gave him the keys to my yellow Mini Cooper convertible instead of having him hike back the next day. He returned the car with a full tank and left \$27 in cash in an envelope to pay me for the extra day, even though I told him not to. Afterward, the French guy and I rated each other five out of five on the RelayRides app. It was the most successful American-French exchange since the Louisiana Purchase.

A few years ago, the idea of giving some stranger my car seemed as idiotic as my lovely wife Cassandra thought it was when I handed over my keys. In 2008, the concept of building a business out of letting strangers stay in your house was so preposterous, Airbnb was rejected by almost every venture capitalist it pitched itself to, and even the people who wound up investing in it thought it was unlikely to succeed. Now an average of 425,000 people use it every night worldwide, and the company is valued at \$13 billion, almost half the value of 96-year-old Hilton Worldwide, which owns actual real estate. Five-year-old Uber, which gets people

to operate as cabdrivers using their own vehicles, is valued at \$41.2 billion, making it one of the 150 biggest companies in the world—larger than Delta, FedEx or Viacom. There are at least 10,000 companies in the sharing economy, allowing people to run their own limo services, hotels, restaurants, kennels, bridal-dress-lending outfits and yard-equipment-rental services, all while they work as part-time assistants, house cleaners and personal shoppers if they want.

To get here, we needed eBay, PayPal and Amazon, which made it safe to do business on the web. We needed Apple and Google to provide GPS and Internet-enabled phones that make us always reachable and findable. We needed Facebook, which made people more likely to actually be who they say they are. And we needed the Great Recession, with its low-wage, jobless recovery, which made us ask ourselves how many possessions we really

need and how much extra we could make on the side. The sharing economy—which isn't about sharing so much as ruthlessly optimizing everything around us and delivering it at the touch of a button—is the culmination of all our connectivity, our wealth, our stuff.

The key to this shift was the discovery that while we totally distrust strangers, we totally trust people—significantly more than we trust corporations or governments. Many sharing-company founders have one thing in common: they worked at eBay and, in bits and pieces, re-created that company's trust and safety division. Rather than rely on insurance and background checks, its innovation was getting both the provider and the user to rate each other, usually with one to five stars. That eliminates the few bad actors who made everyone too nervous to deal with strangers. "They figured out a way to move from a no model to a yes model," says Nick Grossman, a general manager at Union Square Ventures, a venture-capital firm that invests heavily in sharing-economy companies. "The traditional way is you can't do it unless you get a license. That made sense up until we had data. Now the starting point is yes."

It's unclear if most of this is legal. The disrupters are being taken on by governments and the entrenched institutions they are challenging. Uber and Airbnb, exorbitantly funded by Silicon Valley, generate most of the controversy. But there are thousands of companies—in areas such as food, education and finance—

'The Carrie Bradshaw culture of "Look how big my closet is and look how much I've spent on shoes" ... would be considered kind of yucky today.'

—JENNIFER HYMAN, CO-FOUNDER OF RENT THE RUNWAY

that promise to turn nearly every aspect of our lives into contested ground, poking holes in the social contract if need be. After transforming or destroying publishing, television and music, technology has come after the service economy.

In the interest of eliminating bureaucracy, overhead, middlemen and waste, I turned myself into a corporation. Many corporations, actually. Besides a rental-car company, I became a taxi driver, restaurateur and barterer. I would have also become a kennel and a hotel, but Cassandra thought my company shouldn't grow so quickly that it involved other people's animals and dirty sheets in our house. It's a lot of fun being a part of the sharing economy, at least until something goes wrong.

Lyft Me Up

I STARTED BY SIGNING UP WITH LYFT, Uber's main competitor, to live out a life-long fantasy of collecting people's stories and seeing seedy parts of the city as a taxi driver. After I passed the background check, I went to a training session, where a guy on a yoga ball asked me and 14 other future unprofessional drivers questions like "If you could give a ride to anyone, living or dead, who would it be?" I went with "living" and was tossed a reward of a Dum Dum lollipop. The first guy I went to pick up kept telling me he'd be out in five minutes but never came out of his apartment and, eventually, stopped answering his phone. I called Lyft, and they suggested I change my settings to accept only passengers with 3.5 stars or more. Which fixed everything.

After that, all my passengers were great. I found out what it's like to be a popular morning-radio DJ in Dubai (not that great), drove a television-network executive to a bar just because he'd heard Gaddafi's son was there (valid reason) and learned about a new way to get stoned involving a "wax dab" (still haven't tried it). We all gave each other five stars and never exchanged or even talked about money, since it was all taken care of by our app before anyone got into my car, which made the whole thing even friendlier. I stayed out till 2:30 a.m., fascinated by a woman who'd lost all her money to a con artist she met because of her blackjack addiction, and talked a recent USC grad out of going to law school. In one night, I made \$125 (80% of what my riders were charged) and gathered enough material to write a way better song than Harry Chapin ever did.



AIRBNB VS. NEW YORK

New York State lawmakers toughened a 1929 regulation prohibiting rentals of less than 30 days in an attempt to crack down on the site. Airbnb shut down some 2,000 rooms that were deemed illegal, but the rules have yet to be widely enforced.

Soon after, my corporation learned—partly through the sharing economy and partly because it is moving to another house—that it owns a lot of stuff it doesn't use. But my corporation has a weird attachment to almost all of it, which drives my corporation's lovely, far more practical wife crazy. Which is why she's glad my corporation discovered Yerdle.

Three years ago, Adam Werbach, the environmental activist who became president of the Sierra Club at 23, and Andy Ruben, the former head of sustainability at Walmart, started Yerdle to allow people to give away their stuff. Users have given away cars and pianos on the site in exchange for credits they can use to get other users' unwanted stuff. (I tried offering a pair of fancy jeans as well as Bauer skates I got from the NHL when I played goalie for an Islanders practice session.) More than 25,000 items get shipped through Yerdle every month, and companies such as Levi's and Patagonia have used it to distribute unsold merchandise to market their brand instead of sending goods to a landfill. "The future we're excited about is where fewer Patagonia jackets get made and more people have Patagonia jackets," says Ruben. "We want to make people make things better."

The economic shift these companies are exploiting isn't just technological; it's also cultural. First of all, it's easier to share now that more people live in cities. (More than half the world's population now lives in urban areas, according to the U.N.; by 2050 it will be 66%). "If we were a corporation, it would be our job to get the most value out of things we own," says Lisa Gansky, author of *Mesh: Why the*

Future of Business Is Sharing. "We're coming to an era where as an individual it's becoming our job to get value out of it."

More important, the homes of rich people and millennials are increasingly stark; only poorer people are still piling up stuff in their guest showers and storage units. Material goods have gotten so cheap, they've become burdensome. My great-grandmother lugged a brass candlestick on a ship from the old country; I can get a set of new ones on Amazon for \$30. "Look at *Sex and the City* and the Carrie Bradshaw culture of 'Look how big my closet is and look how much I've spent on shoes,'" says Jennifer Hyman, co-founder of Rent the Runway, which lends high-end women's clothing to its more than 4 million members. "It would be considered kind of yucky today to do that."

Almost all happiness studies show that experience increases contentment far more than purchases do, and young people intrinsically understand that, fueling an experience economy. Working at Starwood Hotels after college, Hyman learned that the most effective way to earn customers' loyalty was to get them to have their honeymoon at one of the company's properties, so she created a wedding registry of experiences such as snorkeling and zip-lining instead of objects like decorative bowls and china sets. A survey conducted last year by the marketing firm Havas Worldwide found that only 20% of people in industrialized countries disagreed with the statement "I could happily live without most of the things I own." "You can only Instagram your new carpet once," argues Hyman, "whereas you can take photos of every meal, every vacation, every rented dress." We've moved from conspicuous consumption to conspicuous experience.

So the sharing economy is really the experience economy, and more specifically the experience-it-right-this-second economy. Some companies, like Hyman's, buy stuff and rent it out, while others, like RelayRides, truly involve peer-to-peer sharing. But they're all the same to the customer: they get you stuff instantly and easily. "If you think back to what it was like to go on vacation for a week in New York City in 2008 vs. what it's like seven years later, I would not plan anything now," says Sam Altman, president of Silicon Valley startup incubator Y Combinator, which was the first investor in Airbnb. "The day I was going, I would first

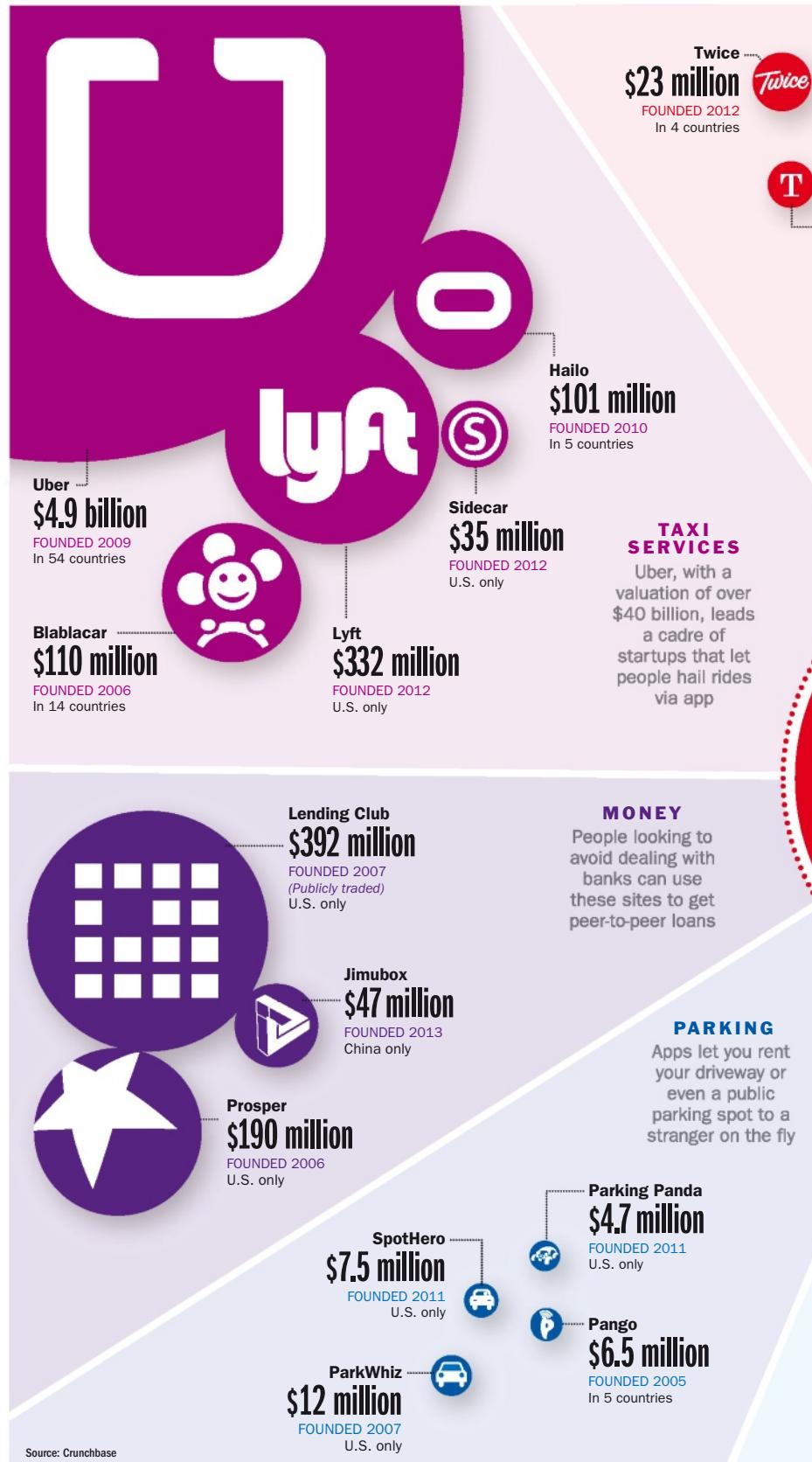
try Airbnb and then try Hotel Tonight. I would never have to launch a web browser or talk to anybody. I would not wait in line for a cab service. I would just be pushing buttons on my phone and sh-t would happen in my life." Owning things, after all, is a real pain, as Thoreau figured out in *Walden* when he was horrified by the realization that he had to dust all his possessions. "I would rather sit in the open air, for no dust gathers on the grass," he wrote. "Man is rich in proportion to the amount of things he can leave alone."

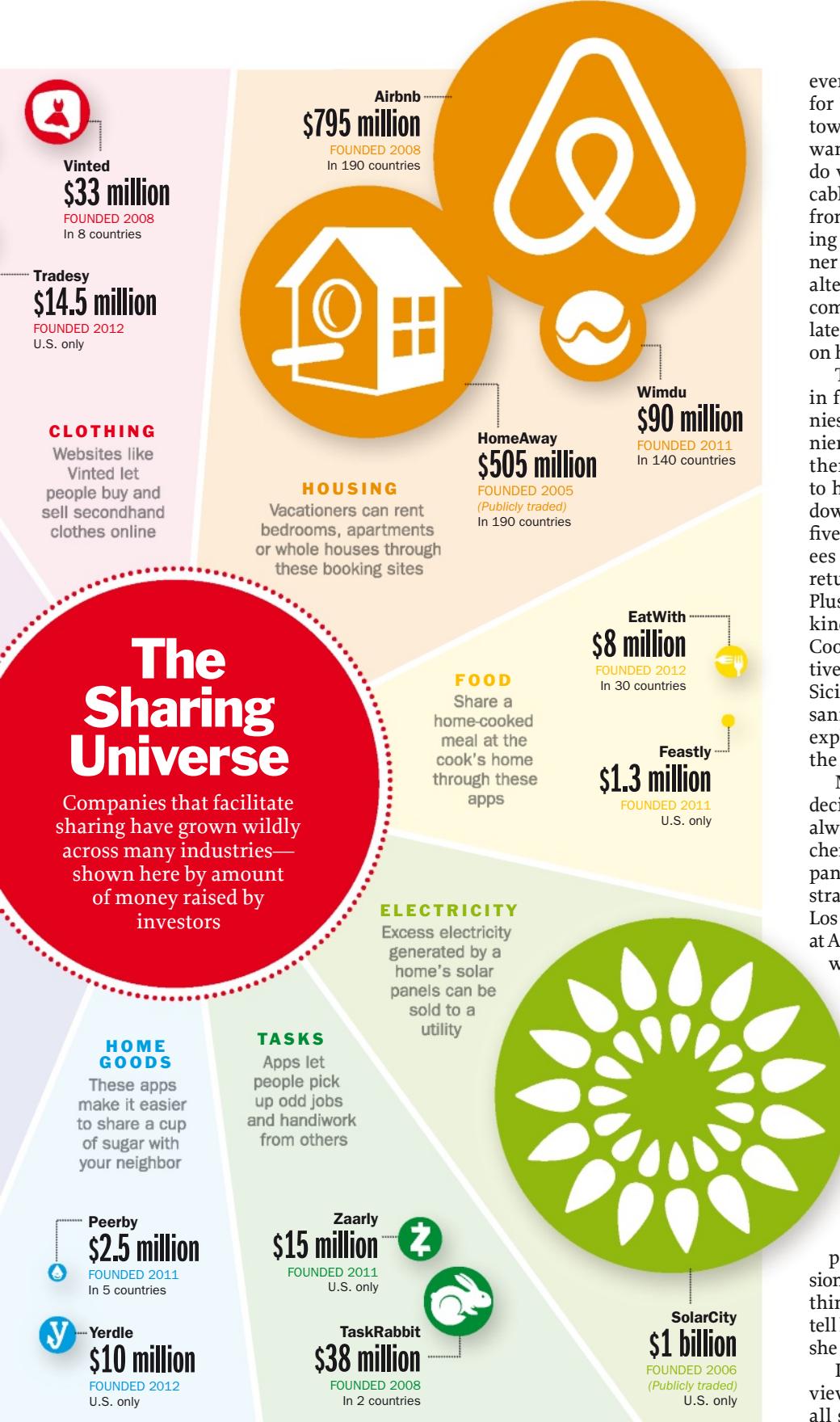
Phase 2

SIX BLOCKS FROM YERDLE'S TWO-ROOM, bicycle-stacked office, Lyft takes up a huge three-floor building in San Francisco's Mission District. Inside, a monitor shows a map that blips whenever a driver is rated five stars, which is 90% of the time. The company has just gotten rid of seven of its offices in other cities, having figured out how to use the sharing economy itself to train drivers: instead of having them come to an office as I did, they now press a button and whatever experienced Lyft driver is nearest picks them up for an in-person lesson. Founders John Zimmer and Logan Green are more hippies than hip. Green wants to fill millions of unused car seats to save the environment and fix traffic; Zimmer's concern is how isolating and depressing commuting has become.

It's why Lyft riders sit in the front if they want and genially fist-bump drivers to say hi. "If you think of a 9-to-5 worker, they go into the garage by themselves, they sit in traffic for 30 minutes, they get into their office garage, into an elevator and into a cubicle," says Zimmer. "What's the worst form of punishment? What do you do to prisoners when they're bad? You put them in isolation. One of the most common things we heard is, 'This restored my faith in humanity.'" Sitting on a tie-dyed couch in a meeting room, Zimmer says his plan is to eventually make every single person a Lyft driver, so people are just constantly picking up whoever is on their way whenever it's convenient.

The convenience and low price of Lyft and Uber rides are destroying cab monopolies around the world. But it doesn't hurt that amateur drivers are surprisingly pleasant. No matter how well trained service employees might be, everyone is nicer when they're dealing with customers directly. Even customers. Nearly





everyone who stays at an Airbnb rental, for instance, hangs up their bathroom towels after they use them. You do not want to ask a hotel manager what guests do with their towels. I would still have cable television if I could have bought it from a dude who owned it instead of being transferred by 12 different Time Warner Cable representatives when I tried to alter my service—and then having the company call my cell phone several days later, somehow pre-emptively putting me on hold when I picked up.

This human element has been crucial in fueling the sharing-economy companies. When RelayRides installed a convenient gizmo in renters' cars that allowed them to unlock it without meeting up to hand over the keys, satisfaction went down nearly 40% and complaints shot up fivefold; when they met in person, renters kept their cars cleaner and renters returned them on time way more often. Plus, I don't think Hertz and Avis get the kind of laughs I did when I lent my Mini Cooper, through RelayRides, to an attractive woman in a short dress with a thick Sicilian accent. We talked about the insanity of driving in Rome, and I helpfully explained what the P, D, N and R mean on the automatic shifter.

My corporation is doing so well, I've decided to expand and find out if, as I've always wondered, I could be a restaurant chef. So, through a Tel Aviv-founded company called EatWith, I'm charging eight strangers \$35 each to dine at my house in Los Angeles. I email Grant Achatz, the chef at Alinea, one of the best restaurants in the world, for advice and follow most of it, cooking dishes I've made many times and can prepare in advance (onion soup, short ribs, polenta, Brussels-sprout salad and chocolate bread pudding), salting heavily and focusing more on hanging out with the guests than making the food.

No one seems disturbed that a 5-year-old boy, my son Laszlo, is the main waiter. One guest, perhaps a little drunk, tells me after I refer to the guests as foodies, "We're postfoodies. We're not about the professional experience. We're about trying new things wherever they come from." When I tell her this makes me nervous, she insists she loves the short ribs.

I'm pretty proud when my lone reviewer gives me a full five stars for overall satisfaction, five for cleanliness and

four for food. I would give myself one star as a restaurateur for overbuying ingredients, underpricing the menu and generally spending more on food and wine than the \$30 I get per person after EatWith's cut. Worse, Naama Shefi, EatWith's marketing director, who came to the dinner, tells me a few days later that I wouldn't qualify to work with the company again. "We offer things you can't find in restaurants. What you cooked wasn't special or extremely delicious or anything like that," she says. "In some places you would pass. Maybe in a very small village in Vermont." She obviously does not realize that corporations have feelings too.

It's Hard to Share

I'M CONTEMPLATING MY CORPORATION's next expansion over a beer with a friend when I get a call from the Italian woman who rented my car the day before. She does not know many English words, but *accident* is one of them. She puts the woman she hit on the phone. I try to explain to her that I am a micro-rental company covered by an online platform called Relay-Rides. This does not seem to comfort her. My adrenaline is pumping, as if I'd gotten in an accident myself. I have no idea how bad off my car is. But the Italian woman does not seem that concerned, which is making me much more concerned. Why would I rent a car to someone who doesn't know what *P, D, N* and *R* mean? A bit later she texts me: "ok they said this, so I will pay for every think. ok? let me know how much I have to pay and I will do a money transfer." My romance with the sharing economy has ended.

I'm not the only one. Legislators in cities around the world are not thrilled with how fond the CEOs of many sharing-economy companies seem to be of flouting their laws. Uber, which was so hot it managed to raise \$1.2 billion from investors twice last year, is the best known. In December alone, Uber quit its Spanish operations after a judge ruled that some of its services broke the law, giving it unfair advantages over taxi drivers; it appealed decisions in France and the Netherlands prohibiting it from operating its lowest-cost service; it launched in Portland, Ore., in defiance of clear regulations, leading the city's transportation commissioner to get so mad he said he wished out of spite that he could find a legal way to let Lyft operate there; it saw two California district attorneys file



UBER VS. PORTLAND

The ride-sharing service has been in scrapes with governments around the world. Portland, Ore.'s transportation commissioner was so irked by Uber, which launched in the city despite clear legislation saying it could not, he said he wished he could let in competitor Lyft out of spite.

suits claiming that the company doesn't screen drivers as it says it does; it watched as South Korea indicted CEO Travis Kalanick for willfully breaking the law by operating there; it was ordered out of Thailand; and it got banned in New Delhi after a driver raped a passenger.

In September, Uber hired David Plouffe, the former campaign director and then senior adviser to President Obama, to be its senior vice president of policy and strategy. "Some of these transportation regs are 50 or 60 years old. In the Obama Administration we did a look back at some of these regulations and got rid of some of them. In Germany, you have to return to the garage after every trip," Plouffe says. Plus, he argues, Uber rides are traceable, increasing overall safety and tax compliance. It's also true that while the taxi industry argues that well-regulated cab companies are supposedly safer for both riders and drivers, it's interesting that 30% of Lyft drivers are women, whereas in my experience nearly 0% of cabdrivers are.

In New York City, Airbnb's largest mar-

'I don't think government is supposed to be in the job of negotiating with businesses.'

—LIZ KRUEGER, NEW YORK STATE SENATOR

ket, the battle with regulators has been particularly fierce. State senator Liz Krueger says she got involved in the issue nine years ago, when constituents called her office complaining about strangers in their buildings partying loudly and puking in their staircases and about, in some cases, being harassed out of their apartments by landlords who could make more on Airbnb. In 2010 she got a law passed that increased the enforceability of a 1929 regulation prohibiting rentals of less than 30 days. After subpoenaing Airbnb's data, New York State attorney general Eric Schneiderman issued a report that found that three-quarters of Airbnb's New York City rentals were illegal. Even though Airbnb shut down about 2,000 rooms in what were essentially unlawful hotels that it said it didn't know about until it saw the attorney general's analysis, the law still makes most Airbnb transactions illegal.

"I don't think government is supposed to be in the job of negotiating with businesses," says Krueger. "We're supposed to say, 'Your business model is in violation of our law, so fix it.'" Katherine Lugar, president and CEO of the American Hotel and Lodging Association, says Airbnb has an economic advantage in not paying the huge taxes hotels do or abiding by the same emergency and security codes or having to accommodate the disabled with costly renovations.

There is, however, something new going on here that pre-existing regulations weren't prepared for. When does a person become a business? If you're lending your apartment all the time to friends but not charging for it—no matter how loud or pukey they might be—that's totally legal. So do you become a hotel the moment you rent your apartment for one night for \$1? San Francisco's board of supervisors decided it's when you rent it for more than 90 days or don't live in it yourself for nine months a year. But HomeAway, a site geared more toward longer-term vacation homes, is suing to change that.

Plouffe isn't wrong: we've built up a lot of regulations. In the 1950s, 5% of jobs required a license; now it's one-third. "One hundred years ago there wasn't a clear line between someone who ran a hotel and someone who let people stay in their homes. It was much more fluid," says Arun Sundararajan, a professor at New York University Stern School of Business who studies the sharing economy. "Then we drew clear lines between people who

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The website features a large 'BREAKING NEWS' callout in the top left. The main content area includes a 'Monday Morning Quarterback' article by Peter King, a 'Sports Illustrated SPORTSMAN OF THE YEAR' section, and a 'Super sneak peek lives up to hype' section. The sidebar on the left lists various news stories and writers. The bottom of the page shows a grid of news articles under sections like 'THE MNF', 'NFL', 'COLLEGE FOOTBALL', and 'RECOMMENDED'.

The mobile app interface shows a video player for 'Sports Illustrated UNDERDOGS' with the episode 'Last Ride' from Season 3. Below the video is a quote from Ford City assistant coach Rick McKernan. To the right is a grid of game scores for the NFL on November 30, 2014.

TIME	MATCH-UP	FINAL	REC
Nov 30	DEN vs KC	29 - 16	(9-3)
Nov 30	NE vs GB	21 - 26	(9-3)
Nov 30	ARI vs ATL	18 - 29	(9-3)
Nov 30	OAK vs STL	0 - 52	(5-7)
Nov 30	CIN vs TB	14 - 13	(6-2-1)
Nov 30	NO vs PIT	35 - 32	(7-6)

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did something for a living and people who did it casually not for money. Airbnb and Lyft are blurring these lines."

In an attempt to work things out with regulators, Uber has been on a charm offensive in Europe over the past few weeks, trying to convince local lawmakers that it wants to create 50,000 new jobs in the continent's moribund economy. When Airbnb started in 2008, its founders attempted to talk to cities about the externalities they might cause, but no one was interested in rethinking laws for a few guys with a few air mattresses and a website. "We were ignored. So we went about pursuing our vision," says co-founder Nathan Blecharczyk. "There's very little acknowledgment that over time better ideas come up and policy should be shaped to accommodate these new ideas." Reid Hoffman, the LinkedIn co-founder who invested in Airbnb five years ago, tells me, "The vast majority of the human race are not good at imagining the upside. They think of risk first. They think, This could be a better life—or death. Ooh, let's avoid death. But this is so clearly so beneficial, it will be solved everywhere in the world."

Next Steps

ONE OF THE PROBLEMS THAT PEOPLE ARE worried about, besides death, is that workers in the sharing economy—hardworking, honest people like me—don't get the benefits most traditional companies provide. "They're saying, 'Here's an app. Use your own labor and your own car and, by the way, we have no risks and no liabilities,'" says Veena Dubal, a postdoctoral student in sociology at Stanford who was studying the history of taxi unions when, thanks to the appearance of Uber and Lyft, her work suddenly became interesting to other people. Worse, she says, they've flooded the market with drivers, reducing pay.

The lack of pensions, 401(k)s, health insurance, disability and vacation days is sending workers back to a state not seen since before the New Deal. These new collarless workers—neither blue nor white—have very little tethering them to a safety net. "Technology is making an awful lot of consumers happy and an awful lot of the workers sad," says Van Jones, who was Obama's special adviser for green jobs, enterprise and innovation and co-founded #YesWeCode to teach computer science to disadvantaged kids. "There are some parts of the sharing econ-

omy that are at best a mixed blessing. It's a lifeline for people who fell off the boat. It would be better for most people to be on the boat of the old economy."

But the problems of a workforce that's about 25% freelancers, with more joining constantly, weren't created by the sharing economy. Neither were gentrification, the urban housing shortage or the lack of public transportation, all of which Airbnb and Uber have been blamed for.

These companies have also highlighted the inequality gap. When the sharing economy first started, investors assumed rich people wouldn't bother listing their homes and cars since they didn't need the income enough to justify the risk and effort. Instead, Airbnb is full of high-end homes and RelayRides has an awful lot of Teslas. The sharing economy is being used heavily by those least in need of it.

When someone invited me to eat at a Chinese restaurant where you often have to wait two hours for a table, she told me not to worry because she pays someone \$35 on TaskRabbit, which lets people auction off their services, to stand in line for her. And a few weeks later, I paid various people \$5 each on Fiverr.com to make me a jingle, logo, rap song, ad and press release for a TIME column. (My editor wouldn't run the piece I paid someone \$5 to write for me.) "Someone said to me that the scaled-up version of the on-demand economy is rich people being driven around and having their stuff delivered by somebody else. That means there's literally a service class. I think that is happening to some extent," says Kanyi Maquela, a partner at the Collaborative Fund, which invests exclusively in sharing-economy companies, including Lyft and TaskRabbit. Jones puts it more bluntly: "When that happens that's called social unrest. That's just math."

'The vast majority of the human race are not good at imagining the upside. They think of risk first ... But this is so clearly so beneficial.'

—REID HOFFMAN, LINKEDIN CO-FOUNDER AND AIRBNB INVESTOR

In December, the National Economic Council invited sharing-economy and union leaders to the White House to discuss the lack of a safety net. "They were asking, 'Where do we land on the spectrum between employment and exploitation?'" says Shelby Clark, the founder of RelayRides, who is now the executive director of Peers, an advocacy group for the sharing economy. Peers provides personal-liability protection for home sharing (most policies will kick you off or offer exorbitant bed-and-breakfast coverage if they find out you're on Airbnb) and replacement cars to ride-sharing drivers after an accident. He's working on getting a worker's-compensation insurance policy, a car-insurance policy that covers both personal and Uber rides, and a way to transport your reputation among sharing-economy companies that you work for.

Clark isn't confident that the government is going to provide any of the services for freelancers that corporations provide for their employees. However, Obamacare has been a key fuel for the sharing economy, allowing people to leave their jobs for freelance gigs. Most sharing-economy companies essentially use HealthCare.gov as their human-resources site. Venture capitalist Marc Andreessen tweeted in October, "Perhaps the single biggest key enabler for the sharing/gig/1099 economy in the U.S.: Affordable Care Act of 2010, a.k.a. Obamacare."

My own corporation doesn't have a lot of resources available yet to protect itself. My car, three days later, is still being driven around by some mad Italian woman with no clue how to operate the transmission. But when she finally does show up at my house, it turns out that my driver's-side door has only a slight dent. And after I go to the body shop and get an outrageous estimate, RelayRides' insurance company sends me a check right away. The woman hit by the Italian writes me an email saying how impressed she was by the way it was handled. It all goes so well that I actually use RelayRides again. This time, I lend my car to a 23-year-old who is parking six different-colored Mini Coopers at the Griffith Observatory to propose to his Mini-loving girlfriend. His buddy returns a few hours later with the car and photos of the newly engaged couple. I may not make as much money as Hertz does, but I get to feel a whole lot better about it.

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RED-EYED TIGER CAT

INSPIRED BY HIS SON'S CONDITION,
A FATHER HAS INVENTED **A BIONIC PANCREAS**
THAT COULD TRANSFORM LIFE WITH DIABETES





THE NEXT BEST THING TO A CURE

BY ALEXANDRA SIFFERLIN

Family ties The inventor of the device, Ed Damiano, with his diabetic son David

Photograph by Daniel Shea for TIME

LATE LAST SUMMER, 15-YEAR-OLD DAVID DAMIANO

spent more than 24 hours away from his parents for the first time in his life. He went to summer camp, but it was hardly the same experience most kids get to enjoy. David, like 1.25 million other Americans, has Type 1 diabetes, which means that his life depends on constantly tracking and precisely adjusting his blood sugar. If it's too high, he feels nauseated and has to inject himself with insulin through a pump attached to his body. If it's too low, he becomes delirious and shaky and needs to eat something high in carbohydrates—fast.

Even when he's not feeling symptoms, he has to continually tweak his insulin levels up or down because if they aren't stable, he's at risk for an emergency-room visit and long-term consequences ranging from blindness to kidney failure to amputations. All of us require the same nonstop insulin adjustments. But for most of us, the job is done automatically by a pancreas that works properly. David doesn't have one of those.

On the first day of camp, David went on a two-mile (3.2 km) hike with his campmates and forgot to bring his usual bag of snacks. His blood sugar plummeted, and he was nowhere near food. "I tend to forget about my diabetes most often when I'm relaxed and just feeling like a normal kid," he says. A few nights later, he awoke feeling angry—the disease can toy with your hormones—and sick to his stomach. His blood sugar was high, and he realized his insulin pump wasn't working. After frantically calling his dad at 1:30 a.m., David fitted himself with a backup pump. "I definitely *could* do camp again, but I'm not sure I'm *willing*," he says. "It's just hard."

What David and other diabetics need is something that automates the moment-to-moment monitoring and medicating that can suck so much of the joy out of life. Any child's parents would wish for such a solution—but David's are in a position to help design it.

His mother Dr. Toby Milgrome is a pediatrician who diagnosed her son's

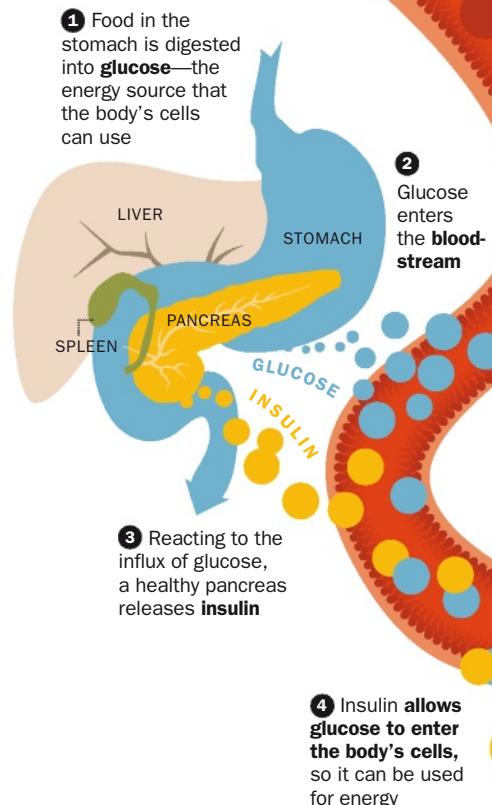
Type 1 diabetes when he was 11 months old. His father Ed Damiano, a professor of biomedical engineering at Boston University, has made it his mission to build a portable, wearable bionic pancreas—a device he hopes to have on the market as early as 2017, the year David is set to go off to college.

For decades, the promise has been that a diabetes cure is just five years away—a projected target that has never come any closer. A bionic pancreas is not the same as a cure, any more than an artificial heart is a cure for cardiovascular disease. But for many people with diabetes, it could prove to be the next best thing. Any device that systematically changes what it means to live with a chronic disease is rare. A device that did that for diabetes could be a life changer for people with the disease. It could also translate into profits for Damiano—Type 1 diabetes accounts for \$5 billion in health care costs each year—which is why a number of other research groups are working on their own versions of the bionic pancreas. (For now, Damiano is focused on Type 1—the kind of diabetes that cannot be prevented and usually strikes people when they are children—as opposed to Type 2, which is more common and often caused by lifestyle and diet.)

Damiano is convinced he can bring his bionic pancreas to market in 2017. Already about 260 people with diabetes have tried a form of the device in clinical trials—and the experience has been transformative, some say. At the end of one recent trial, an 11-year-old boy liked the bionic pancreas so much that he ran away from the investigators conducting the test, and it took them over an hour to get the device back.

Matt DiPadua, 35, a hospital worker who tried the device for 22 days, described the time he spent with it as "bliss," the kind that almost made him sorry he'd participated in the trial at all because giving it back was so difficult. "I felt like I was 15 again," he said. "I'm so depressed getting it off. I would trade anything to be

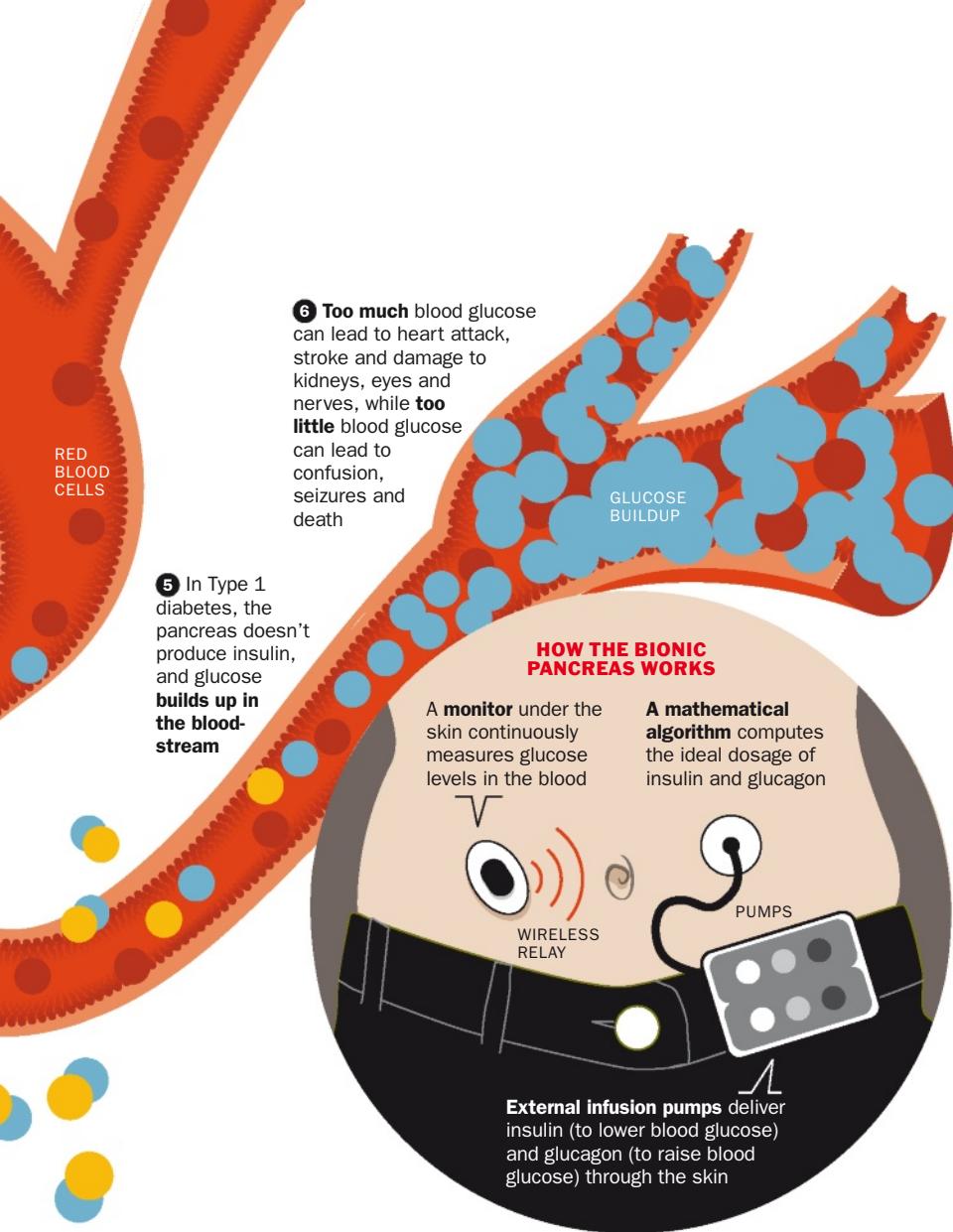
HOW THE BODY USES GLUCOSE—AND WHAT CAN GO WRONG



normal again." For DiPadua and millions of others, normal may be closer than it's ever been before.

A CHANGED LIFE

DIABETES TENDS NOT TO ARRIVE QUIETLY, and David's case was no exception. When he was 11 months old, his mother noticed that in the span of just one week, her once vivacious son, who was teaching himself to walk, became lethargic and seemingly indifferent to his surroundings—often staring into space. He lost weight, had an insatiable thirst and burst his diaper from urinating so much. At the end of the week, Milgrome took him into her office for lab work. "I knew it was nothing simple at that point," she recalls. "I had brain tumor, leukemia and diabetes on my mind, and I also had a hefty dose of denial, that it was nothing."



David's blood sugar was 800 mg/dl—normal is 70 to 120 mg/dl—and a diagnosis of diabetes was confirmed. Milgrome rushed David to the hospital and spent the night curled up with him. The worst-case scenario the family faced was that the boy would be dead in days; the best scenario was that he would survive—but live a radically different life than they had expected.

Just how radically is something only people with diabetes and their families fully appreciate. In the years ahead, David's goldfish crackers were counted, the noodles he ate were measured in a quarter-cup, and his parents went with him on every school trip. The vast majority of people with diabetes monitor their blood sugar by pricking themselves with a needle 10 or more times a day and squeezing a drop of blood onto a sensor

strip. If they need insulin, they must slip away somewhere private and inject themselves with a syringe. "I carry around candy bars. I have holes in my fingers from checking myself," says DiPadua.

**'THERE'S A
TREMENDOUS
AMOUNT OF HOPE
ATTACHED TO
THIS—FOR GOOD
REASON.'**

—ED DAMIANO, BIOMEDICAL
ENGINEER AT BOSTON UNIVERSITY

There are easier ways to go about things. Some diabetics, like David, use an insulin pump and a continuous glucose monitor (CGM), both of which are attached to the body on the lower stomach—worn like a sort of life-giving holster. The CGM checks blood sugar every five minutes and beeps an alert if levels are high or low. The pump must then be operated manually.

Damiano has modified his son's system, devising a way to hack David's CGM so it uploads to the cloud and Ed can constantly read the numbers. Still, about 20 times a day, David's monitor issues a loud beep, and no matter where he is, he must adjust his insulin dose.

CGMs and pumps are certainly an improvement over the needle-and-syringe protocol, but only 25% of people with diabetes opt for that higher-tech route. Insurance typically covers the insulin pump, but not always. A pump costs about \$6,500 on its own and has separate costs for pieces like insulin cartridges and reservoirs, all of which add up to about \$1,500 a year out of pocket. A CGM costs \$500 to \$1,000 for the primary device, and it's about \$50 to \$100 every week for the replaceable sensor needle that sits under the skin. CGMs are not covered by Medicare nor, in most states, Medicaid.

GETTING TO WORK

WITHIN MONTHS OF DAVID'S 2000 DIAGNOSIS, Damiano decided it was time to change the game. At the time, he oversaw a staff of scientists and graduate students at the University of Illinois at Urbana-Champaign (he later moved to Boston University), studying the mathematical models of bodily systems, like the flow of fluids in the ear involved in balance. But the bionic-pancreas idea had been teasing at him ever since David got sick. He put one of his graduate students, Firas El-Khatib, on the task to help him develop an algorithm for the accurate delivery of insulin and a second hormone called glucagon. With funding from diabetes-research foundations, they had a working model for experiments on pigs in late 2005.

The various generations of devices that grew from that and have been tested in humans are surprisingly compact—about the size of an iPhone. Blood-sugar levels are monitored using a typical CGM system that relies on probes inserted into

the skin. Readings are taken every five minutes, and then, depending on blood-sugar levels, a tiny pump releases insulin to bring the sugar down or glucagon to bring it back up, thereby keeping the blood sugar steady.

The prototype in the trials is not sexy—the components are cobbled together—but it works, and everything can be monitored with an iPhone app. The goal is to allow diabetics to go about their day without having to make a single decision about their care.

The 110 people who have tried the most recent version of Damiano's device have participated in one of the four clinical trials he has conducted—each bigger and more ambitious than the one before it. The bionic pancreas has successfully worked in people ages 6 to 76 and weighing 47 lb. to 283 lb. (21 kg to 128 kg). The longest anyone has worn it is about 22 days.

Results from the last published study, in the *New England Journal of Medicine*, show that 81% of people on the bionic pancreas had better blood-sugar control than with their standard treatment. For others, the bionic pancreas did not lead to better blood-sugar control than their regular treatment. Some also felt nauseated. Currently, four institutions are participating in a trial of 40 adults who are allowed to go about their normal routines without the in-person supervision that had been required earlier.

THE FINAL PUSH

DAMIANO PLANS TO START THE FINAL, pivotal trial in 2016, one that will last several months and include hundreds of participants. That study will involve a far more elegant, far more portable unit than the current prototype. All of the hardware will be packed into a single unit that will be palm-size or smaller and will operate under a new, better algorithm Damiano and his team are writing for an upgraded operating system. Before submitting the device to the U.S. Food and Drug Administration, Damiano plans to start a company to make and distribute it. "There's a tremendous amount of hope attached to this—for good reason," says Damiano.

One of the people who have been watching his progress is Fred Cunha,



Medical mission For the Damianos, treating diabetes is a family affair

whose daughter Elise, 7, was diagnosed with diabetes when she was 1. Five years later, she became one of the youngest diabetics, at age 6, to enroll in a trial for the bionic pancreas. "In the beginning, I got excited over a lot of solutions for diabetes, but then I became immune," says Cunha. "For the first time in a long time, I feel like this is something that will actually work."

But obstacles remain. Not all of the trials are funded yet, and an on-market deadline of 2017 leaves awfully little wiggle room—especially in the world of clinical trials, in which so much can go wrong. Damiano is personally reaching out to the "TiD" community to help him fund the device, and when commercialization plans are under way, the people he wants involved are those with "skin in it," which is to say, people who either have diabetes or are caring for someone who does. He is convinced that that kind of investment—both financial and personal—will help him meet his goal. But even his most hopeful boosters would settle for less. "Even if it comes out in 2020, I would be ecstatic," says Cunha.

Affordability is another X factor. Damiano estimates that a bionic pancreas could cost thousands of dollars, not including the additional costs of insulin and glucagon and any maintenance or upgrades to the device. "The bionic pancreas has to be covered [by insurance], or it's not going to work," he says flatly.

Proper blood-sugar control is estimated to reduce the risk of eye disease by 63%, kidney disease by 54% and nerve damage

by 60% among people with diabetes. Currently, the management of Type 1, including the downstream illnesses it causes, accounts for billions of dollars in health care costs each year.

Even if the bionic pancreas can slash those costs and change patients' lives, nobody pretends it's the final answer—or can predict when that answer will be in hand. "I think almost everyone would agree that a cure is a medicine or therapy [a patient] could get on Day One or Two and be done," says Dr. David Harlan, who is running one of the trials, at the University of Massachusetts Medical School. "We are a long way from that." Damiano agrees. The bionic pancreas, he concedes, is "a bridge that we can keep extending until there is a cure."

For now, Damiano is especially driven to complete his work, because only when the device is approved can he offer it to the one person he most wants to help: David. Conflict-of-interest rules prevent him from trying out the device on his child before it's on the market.

David believes his father will come through. "In a way, I am very happy I was diagnosed at a young age so my dad would be inspired to do this," he says. "He's one of the only people who can do it."

And if all goes well, millions of other people will have good reason to be happy too.

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Dear Readers:

“Save smart, live well, and leave a legacy.” It’s a great mantra for retirement: eight little words that sum up what is a demanding and, we all hope, rewarding pursuit.

A simple mantra fits, however, because simplicity still has a place in retirement planning. There are actually only a few distinct, very important retirement decisions that really matter. Those are the ones you need to get right, and we will soon help you plan for them in person aboard the first-ever **Money Magazine Cruise**, September 27 – October 4, 2015.

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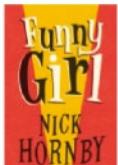
The Culture



BOOKS

Adventure Time

Named for the popular YouTube series that earned her an HBO deal—as well as fans like Pharrell Williams and Shonda Rhimes—Issa Rae's essay collection *The Misadventures of Awkward Black Girl* arrives Feb. 10.



BOOKS

Laugh Track

Set in 1960s London, *Funny Girl*, *High Fidelity* author Nick Hornby's new novel, follows the breakout star of a hit sitcom. The book hits U.S. shelves on Feb. 3.



MUSIC

Let Me Be Frank

Bob Dylan's first studio album in three years, *Shadows in the Night*, consists entirely of songs Frank Sinatra once recorded. It's out Feb. 3.

MOVIES

Under the Sea

SpongeBob SquarePants returns to the big screen for the first time in a decade with *The SpongeBob Movie: Sponge Out of Water*, out Feb. 6.



Breaking Backward

A sleaze is born in *Better Call Saul*

By James Poniewozik

MAYBE IT WAS TIME FOR SAUL GOODMAN TO die. The question arose from time to time in the writers' room of *Breaking Bad*, as it had for so many players in the story of Walter White, the cancer-stricken chemistry teacher turned meth kingpin. White's motormouthed lawyer, played with sleazy panache by Bob Odenkirk, had as much reason as anyone to land on the Reaper's docket.

"It would come up once in a while," remembers producer Peter Gould. "But at one point Vince"—Gilligan, *Breaking Bad's* creator—"said, 'I'd hate to do that, because I'm starting to think a spin-off would be a good idea.'" Says Gilligan: "We would have killed him off if we had a legitimate reason to. But the character's a bit of a cockroach. You have a feeling he's going to survive no matter what."

Saul, as *Breaking Bad* fans know, had a talent for making himself too useful to kill. In this case, the lawyer's get-out-of-jail-free card was the possibility, after AMC's crime epic ended, of building a show around him. The idea started as an in-joke: it was just too much fun to spel dialogue for Odenkirk's mountebank from the moment he was introduced in *Breaking Bad's* second season. (Of a DEA investigation into one of White's associates, he said in that first appearance, "They want this guy like the ax wants the turkey.")

The idea might never have left the writers' room had *Breaking Bad* not grown from under-the-radar critics' darling into binge-watched pop-culture phenomenon. With that show's final season delivering mounds of crystal-pure ratings for AMC, the channel signed a deal to make *Better Call Saul* (premieres Feb. 8) a reality. "I learned a long time ago," Gilligan says, "that I





Down by law Better Call Saul *fleshes out the struggling Jimmy McGill*. “They’ve added many layers,” Odenkirk says, “but there are moments that are pure Saul.”

should have my next job lined up before I finish my last one." The producers, Odenkirk and much of the same crew would return to Albuquerque, N.M., *Breaking Bad's* home, to pull off one more job.

Saul Goodman, Meet Jimmy McGill

WHAT KIND OF JOB, THOUGH? GILLIGAN and Gould—who wrote the *Breaking Bad* episode that introduced Saul—figured the show would have a more comic tone than their last (though that series had its own Coen brothers-type streak of wicked laughs). Early ideas included a half-hour procedural comedy: "something like *Dr. Katz, Professional Therapist*," says Gould, in which Saul would help a different criminal get off every episode.

But as they talked, it became clear that Saul was too good a character not to take seriously. He was often *Breaking Bad's* comic relief; Odenkirk, after all, started in comedy, most famously on HBO's *Mr. Show* with David Cross. But there was also a pathos to his hustle, cutting reminders amid his legal prestidigitation and cynical advice that he had learned to see life as a zero-sum game. And there were hints of a curious past: Saul's real surname, we had learned, was McGill. ("The Jew thing I just do for the home-boys," he explained. "They all want a pipe-hitting member of the tribe, so to speak.")

"We started thinking about the moral zigzag this guy does," Gould says. "What kind of problem does becoming Saul Goodman solve? Is he really as happy in his life as he seems to be when we meet him on *Breaking Bad*?" *Better Call Saul*, as it took shape, would not be a legal drama or courtroom caper. It would be a prequel—an origin story. (As it turned out, the producers could have killed Saul and revived him too.)

So when we meet Saul again—in 2002, years before the events of *Breaking Bad*—he's Jimmy McGill, a struggling public defender representing miscreants and drunk idiots at \$700 a pop. He's not the assured mastermind and fixer of *Breaking Bad*, the guy who knows a guy, rolling in drug money and famous from his TV ads. He's a legal Willy Loman in a cheap suit, pretending to be a receptionist when he answers his phone. He's strapped for cash yet supports his eccentric older brother Chuck (Michael McKean), a once successful lawyer forced to leave his practice. Jimmy's got a bit

Legal Counsel

The new and old faces on Saul's bench



CHUCK MCGILL

Jimmy's principled older brother (Michael McKean) was a high-priced lawyer until an odd condition forced him to leave work



NACHO VARGA

An ambitious gang member (Michael Mando), he believes that Saul's a crooked lawyer but doesn't know it yet



MIKE EHRLMANTRAUT

The ex-cop (Jonathan Banks) will some day be Saul's right-hand man, but for now he's a thorn in his side



KIM WEXLER

This tough litigator (Rhea Seehorn) has a romantic history with Jimmy and also a day job with his biggest rival firm

more hair and the same gift of gab, but he hasn't figured out how to use it.

The role is easily the biggest dramatic job yet for Odenkirk, though he co-starred in Alexander Payne's *Nebraska* and played a clueless sheriff in last year's FX miniseries *Fargo*. Jimmy McGill is a demanding part even by the standards of cable drama; Odenkirk is onscreen nearly every minute of the first few episodes. "On *Breaking Bad*, I would fly in, do my part and go home, sometimes in the same day," says Odenkirk, who lives in Los Angeles. "This time, I moved to Albuquerque for 4½ months, and there were weeks when I was in every scene."

In a way, *Better Call Saul* tells the same story as *Breaking Bad*: tough times set a man on the path from schlemiel to mastermind. But it's also different, funkier, funnier, more picaresque; it's more like *Breaking Sleazy*. *Breaking Bad* had grand themes of moral decay and fallibility. It was the Faustian journey of a disposable middle-aged man finding purpose but losing his soul. *Better Call Saul*, judging by its early episodes and the way its makers describe it, aims to be more of a straight-out entertainment. Yet that may be its greatest challenge. It's one thing to try to follow greatness with greatness; either you succeed or you fail. If you follow greatness with compelling pretty-goodness, are you doomed to disappoint by succeeding?

Portrait of the Con Artist

THIS ISN'T THE FIRST TIME GILLIGAN HAS made a spin-off to a classic TV saga. In 2001, Gilligan—then a producer and writer for *The X-Files*—ran *The Lone Gunmen*, likewise a comic drama built around fan-favorite characters (in that case, three conspiracy geeks tangential to the sci-fi cases that Mulder and Scully sleuthed out for years). Heavy on slapstick, it was a jarringly fit with the franchise, and it ended after 13 episodes.

Gilligan says he takes no lesson from that experience—"You either get lucky or you don't"—but he certainly thought long and hard about a *Breaking Bad* spin-off. "The reasons not to vastly outnumbered the reasons to try it," he says. "The foremost would be unflattering comparisons to the mother ship." At least *Better Call Saul* doesn't have to worry about cancellation yet: AMC picked it up for a second season before its first had even aired.



The comparisons, on the other hand, are inevitable. Much as I loved *Breaking Bad*—and I loved it like Jesse Pinkman loved video games—I worried that this spin-off would feel like *Weekend at Saul's*, a competent but sad attempt to prop up a dead thing beyond its natural life. (After Walter White's demise, *The Colbert Report* spoofed this impulse with a sketch in which Stephen Colbert shackled Gilligan in his basement to write more episodes.)

Indeed, *Better Call Saul's* opening scene—skip this paragraph if you want to be surprised by it—teases that very idea. We find the older Saul, just as he told Walter he would be once he disappeared to save his hide, working incognito managing a Cinnabon at a mall in Omaha. It's a bravura sequence, no dialogue, shot in black and white, that conveys the petty tedium and low-grade fear of his new life. At the end, Saul—“Gene” on his name tag—slinks home, mixes a Rusty Nail and chuck's a tape into a VHS player. Silently, dead-eyed, he watches a reel of his old “Better Call Saul!” commercials. It's touching, gorgeous. But is that us? Are we turning on a greatest-hits compilation, unable to let go, trying to get back one more taste of a heyday we can't reclaim?

Then black and white changes to color, and we're with Jimmy, stamping around a courthouse men's room, rehearsing a quixotically florid defense of three young punks—“Near honor students all!”—who are guilty as sin. We follow him around sunny Albuquerque, towing

his own personal rain cloud behind his rust-bucket sedan. (“The only way that entire car is worth 500 bucks,” he says, “is if there's a \$300 hooker sitting in it!”) He's no saint, but he's no crook—at least until a run-in with a pair of scam artists and a white collar criminal gives him an idea that of course goes wrong but strikes a spark of conniving genius in him.

Wisely, Gilligan and Gould keep the callbacks to a minimum. Jonathan Banks returns as Mike Ehrmantraut, the ex-cop who will one day be Saul's muscle. But in the early going he has a minor part, antagonizing Jimmy as a courthouse parking-lot attendant. (Another player from *Breaking Bad* makes a surprise appearance, but don't expect Walt or Jesse, who would be in middle school.)

Visually, *Saul* shares *Breaking Bad's* penchant for playful shots—from the bottom of an urn of cucumber water, for instance—and its love of building mystery by parceling out information. (The

Saul is in the same universe as *Breaking Bad* but a different tradition, that of the irresistible trickster

You can go home again Odenkirk, Gould and Gilligan prepare for a scene in Albuquerque, N.M., where *Breaking Bad* was shot

tight shot, say, that pulls back from someone having an angry fit in a doorway to reveal another character calmly smoking a cigarette just outside.) But the producers have changed up the cinematic language, dropping the handheld camera and shooting in different parts of town, both ritzy and more seedy. Even Odenkirk is the same but different, more sputtery and hangdog. He's playing well under his age (even donning a nostalgia-riffic mullet for a flashback), yet it works because he conveys the sense that Jimmy was worn down even as a young man.

And somehow, the show achieves a minor miracle: it feels not like a spin-off but an enjoyable, fleabag comic drama worth watching even if you know nothing of the backstory. (For an unscientific control group, I watched with my wife, who'd seen only a few episodes of *Breaking Bad*, and she ended the pilot ready to get a season pass.)

Better Call Saul is never going to be like its predecessor, with its morally epic, modern-day-western sweep. But we've seen enough brooding bush-league Walter Whites in cable antihero dramas that that's a good thing. *Saul* is in the same universe but a different tradition, that of the irresistible trickster. It's a monument to malarkey. There is something in people that loves a BS artist—the rogue, the flimflam man who carries no gun but gets by on his words, on what he makes, literally, out of thin air.

Jimmy McGill has elements of James Garner's TV rascals (Bret Maverick, Jim Rockford) but filtered through Odenkirk's ah-jeez Midwestern appeal. (Like Odenkirk, Jimmy hails from Chicago-land.) You may not admire him or his clients, but he embodies a certain human spirit of ingenuity. “I love that he's indefatigable,” Odenkirk says. “You can't stop him. It's funny to see him dig a hole as he tries to dig himself out of a hole.” Or as a scary character puts it after Jimmy tap-dances his way out of a threatening situation, “You got a mouth on you.”

That he does. The Saul Goodman we knew is gone. But there are enough surprises in Jimmy McGill that he may just lead a long—if not happy—second life. ■

Society

Talkin' 'Bout My Generation Teens of the '60s look back at their moment in TIME

By Olivia B. Waxman



Andy Warhol's 1965
TIME cover

"SMARTER, SUBTLER AND MORE sophisticated": that was the verdict when TIME profiled America's teenagers in 1965. The Jan. 29 story, "On the Fringe of a Golden Era," struck a tone of celebration, with a Pop art cover by Andy Warhol using photo-booth pictures of TIME staffers' young relatives.

Teens—or "teen-agers," in the style of the time—were a growing segment of the population, with economic power to match. They were starting adolescence earlier and leaving it later. More of them were staying in school, and those schools were better than ever. Their culture was vibrant: they liked to listen to the Beatles, dance the jerk, "pierce their ear lobes (with an ice cube to deaden the pain) and call themselves beat." (As in *beatnik*.)

To mark the 50th anniversary of that story, we tracked down several of the teens interviewed then, some of whom were also profiled in a subsequent TIME-LIFE special report from which the archival photos here are taken. As we know now, despite the optimism of 1965, the past half-century wasn't all golden.

"From the mid-'60s onward—probably from the time of the TIME story and maybe a little bit later—teenagers in America were under the gun," says Jon Savage, author of the book *Teenage: The Creation of Youth Culture*. "That gun was Vietnam."

In the months after the story, the conflict in Vietnam escalated, as did the antiwar movement. At the same time, civil rights activism gained national urgency as TV news broadcast images of police officers beating both black and white protesters. The teens of 1965 were coming of age in a country in turmoil.

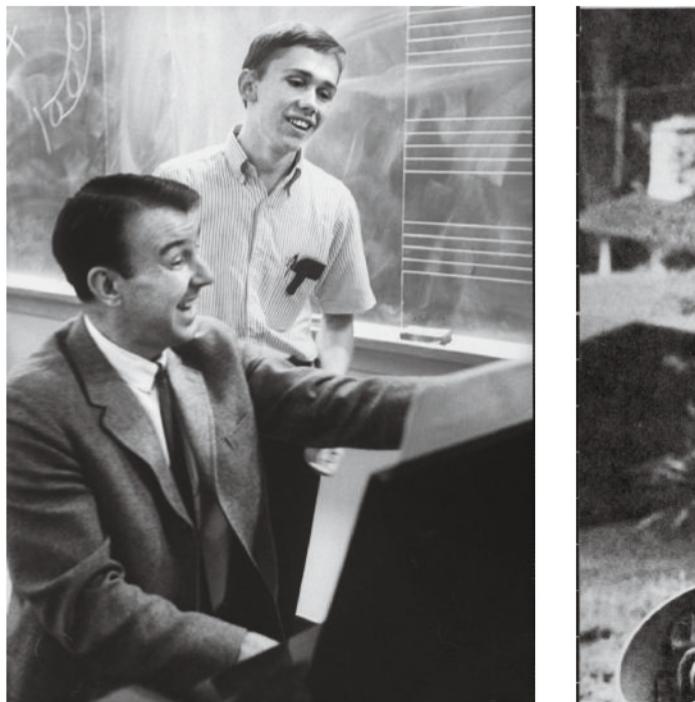
Still, many of those teens managed to hold on to their idealism. Here are three of their stories.

TEENS BY THE NUMBERS

NUMBER OF TEENS		NUMBER OF COLLEGE STUDENTS	
THEN	NOW	THEN	NOW
24.4 million (13% of population)	29.5 million (9% of population)	5.9 million	21 million

HOLDAWAY: BOB PETERSON—THE LIFE IMAGES COLLECTION/GETTY IMAGES; GREENSFELDER: STEPHEN FRISCH; HARRIS: ART SHAY

JON HOLDAWAY (BELOW RIGHT), 1965



THEN "Holdaway has been 'bouncing around like a rubber ball. I'm immature, plenty,' he admits cheerfully, 'but I don't feel I'm mixed up.' Holdaway, 18, is a track star at Seattle's Ingraham High School, a National Merit Scholarship semi-finalist, and last summer was a tenor soloist in the first U.S. high school choir to tour Japan. He is torn between a career in political science or music."

NOW Holdaway, 68, became an educator, inspired by President Kennedy. He's now a seventh-grade teacher in Spanaway, Wash. "Many of my friends were hippies and antiwar, and now they're working for an insurance company and are donating to the GOP," he says. "I've kept my core political values all the way through."

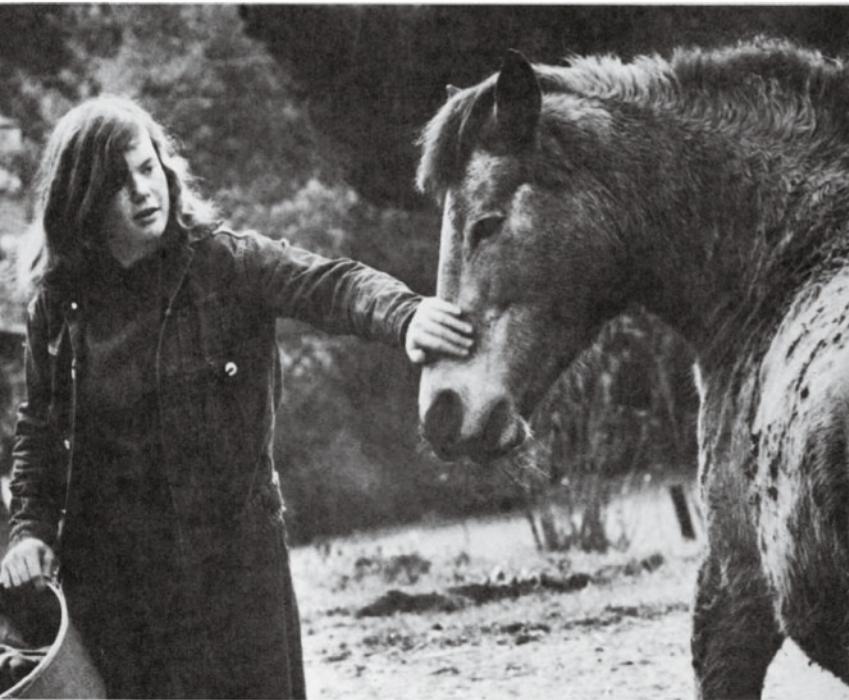


2015

WHAT TEENS TOLD US THEY LOVED

THEN	MUSIC
The Beatles; Joan Baez; Bob Dylan; Peter, Paul and Mary	Avett Brothers, Lil Wayne, Sam Smith, 5 Seconds of Summer

SARA GREENSFELDER, 1965



THEN "She lives in a modest frame house in Mill Valley, near San Francisco, and licks stamps for [the Student Nonviolent Coordinating Committee] when she is not demonstrating for one cause or another. Zealously committed, she wanted to join the sit-ins at Berkeley, but her mother would not let her."

NOW "My ideals and beliefs haven't changed much since I was a teenager," says Greensfelder, 63, who was interviewed at age 13. "I'm still committed to ideals of social justice, human rights and environmentalism, as I was then." She co-founded the California Indian Basketweavers Association and has lived off the grid in a solar-powered home in the Sierra Nevada foothills for the past 40 years.



2015

FOR MORE ABOUT
THE TEENS
OF 1965 AND
TODAY, VISIT
time.com/teens

LESLIE HARRIS, 1965



THEN "Harris, 16, a talented musician and a student at Chicago's Wendell Phillips High School, has picketed the Chicago board of education to protest the skimpy treatment of Negro history in the standard public school curriculum."

NOW "My values and my approach to life came from my civil rights activities," says Harris, 66, who marched with Martin Luther King Jr. in South Deering, a neighborhood in Chicago. He recently retired as a juvenile-court judge in Suffolk County, Massachusetts. His negative experiences with police informed his work on the bench, and he's worried that the latest demonstrations for racial justice won't translate into long-term activism.



2015

MOVIES

THEN
Beach Party, Bikini Beach, Beach Blanket Bingo

NOW
The Perks of Being a Wallflower, The Fault in Our Stars, The Hunger Games

DANCES

THEN
The jerk

NOW
Jerkin'

FASHION

THEN
Madras shirts, dyed sweaters and skirts, chinos, kneesocks

NOW
Skinny jeans, beards, watches, combat boots, bohemian style

Movies

Oscar's Season. The reluctant gangster of *A Most Violent Year* is a Force on the horizon

By Daniel D'Addario

OSCAR ISAAC CAN DO ONE HELL OF A Desi Arnaz impression. The 35-year-old actor is describing his character in the new film *A Most Violent Year*, in which he plays a Colombian immigrant vying to transform his heating-oil company into a success despite the graft and, yes, violence among his competitors. Isaac speaks softly and carefully about how he conveyed humility and respect onscreen before pitching his voice higher: "The way he deals with his wife is not to be like—'Luuuuucy!'" Isaac says, lilting just as Arnaz did on *I Love Lucy*.

O.K., so the degree of difficulty isn't exactly high. But Isaac's imitation of Arnaz demonstrates his ability to acknowledge a stereotype before he subverts it—a skill that's only grown more pronounced as he rises to greater recognition.

Isaac came to prominence in 2011 with *Drive*, in which he stood between on-screen wife Carey Mulligan and the movie's hero, Ryan Gosling. It could have been a nothing part. As written, Isaac says, the role was "just a Mexican dude that gave beer to his son and was on parole and ends up doing a horrible crime and gets killed—and who cares?" In conversations with director Nicolas Winding Refn, Isaac helped reshape the role into one that is far more morally compromised and more interesting. In his best-known role to date, as the title character of Joel and Ethan Coen's 2013 folk-music satire *Inside Llewyn Davis*, he transcended cliché again, managing to turn a prickly would-be star—a person you wouldn't want to meet in an elevator, let alone watch for two hours in a theater—into a soulful fellow who alternated boorishness with relatable pain.

His role in *A Most Violent Year* shares little with his past work except how difficult it is to categorize. In the new film, now open throughout the U.S., Isaac's Abel Morales has fled civil-war-torn Colombia, married into the heating-oil business and embraced his wife's business acumen. He

has shed any visible semblance of Colombia, believing it will help him avert chaos. Abel and Anna (Jessica Chastain) are no Ricky and Lucy; they're each other's only real allies in hardscrabble 1981 New York, and both come to learn that American industry can be as frighteningly unsteady as the world Abel escaped.

For all Abel's Americanization, he can't help others' conceptions of him. Just about every other character in *A Most Violent Year* fulfills the title by totting a gun, while Abel avoids gunplay at any cost, out of pragmatism and misguided self-belief. As soon as he shoots at the people who want to shoot at him, Isaac says, "I'm exactly what they want me to be. I'm just some Latin thug with a gun. And I'm a gangster."

Born Oscar Isaac Hernández in Guatemala but raised from infancy in Miami—where, he's said, he was a troublemaker and where he learned to play guitar, which he still does at occasional New York gigs—Isaac has a lot to draw on when it comes to his character's fear of being prejudged. "I have purposefully shied away from roles and films that basically do the same tired thing when it comes to Latin characters who are stereotypes," he says. No wonder he plays Abel so very neurotic; the performance recalls *Godfather*-era Al Pacino in its tightly wound hypermasculinity.



Danger zone Isaac, pictured with onscreen wife Chastain, plays an oil-company executive who faces wrenching decisions

His characterization wasn't in the original script, by director J.C. Chandor. Isaac worked with Juilliard schoolmate Chastain (who recommended him for the part when Javier Bardem dropped out) to draw out a history of a complicated marriage, informed by the push-pull of Abel's machismo and his deference.

It's easy enough to put one's brand on a small project; Isaac is rarely offscreen in *A Most Violent Year*, and he was given relatively free rein to calibrate his performance. But Isaac's next big project is less mutable—that's him piloting an X-wing starfighter in the first trailer for the *Star Wars* sequel *The Force Awakens*, out in December. After that, he'll play the villain in 2016's *X-Men: Apocalypse*. His arc is one that's increasingly common in our franchised-to-the-max movie landscape: an intriguing star comes to prominence through innovative work and ends up acting against a CGI backdrop. But Isaac isn't concerned. For one thing, he finds *Star Wars* director J.J. Abrams to be "an incredibly collaborative person." And the challenges and possibilities of acting don't change when the budget is multiplied by a factor of 10: "My job is still the same. Between 'action' and 'cut,' that's mine. No matter how big the production is, that's still my space. That's the sacred space."

Spoken like a Juilliard alum. But for all his classical training, Isaac isn't afraid to go to strange places with his work. His inspirations for *A Most Violent Year* were two works about masculine dominance: Marguerite Yourcenar's Roman Empire novel *Memoirs of Hadrian* and Marvin Gaye's deconstructed version of "The Star-Spangled Banner."

"Talk about ownership," Isaac says of Gaye's tour de force. "People didn't know what to do. It's an amazing moment of someone completely owning the space and pure expression." Taking a tired, familiar standard and imbuing it with strange, compelling life—it's a nice goal, realized in a most viable year.



Pop Chart

LOVE IT



▲ Shaquille O'Neal is set to star in **TruTV's** **first scripted sitcom**, *Shaq Inc.*, which is loosely based on his business empire.

▲ Colin Firth said he's open to **filming a** *Bridget Jones 3*: "I think we might be ready for that moment!"

▲ Yankee Candle has launched a line of **Girl Scout Cookie** scents, including Thin Mints, Trefoils and Coconut Caramel Stripes.



▲ A group of tourists in Philadelphia imitated Rocky by running up the art-museum steps—and **found actor Sylvester Stallone at the top.**

VERBATIM

'You know what? If my abs drove them to the music ... it's all worth it.'

NICK JONAS, singer and former tween star, explaining why he stripped down during several photo shoots to promote his new solo album and its hit single "Jealous"



SUITE LIFE What would Eloise at the Plaza do in modern-day New York? Try yoga (above), join drum circles and visit food trucks. For more on the 60-year-old kiddie icon's hipster makeover, check out *Ella*, a parody book from actor Mallory Kasdan and illustrator Marcos Chin.

THE DIGITS

\$3 million

The amount that Bigfoot Project Investments is attempting to raise during its planned IPO. The startup's biggest goal, according to documents filed with the U.S. Securities and Exchange Commission, is to "capture the creature known as Bigfoot."

QUICK TALK

Taraji P. Henson

The 44-year-old actor is stealing scenes—and Emmy buzz—as Cookie, the fiery matriarch of a hip-hop dynasty on Lee Daniels' *Empire* (Wednesdays on Fox).

—NOLAN FEENEY

"
ON MY RADAR

► House of Cards

"I just caught up. I'm waiting for the third season."

► Joey Bada\$\$

"I'm always concerned about what the young hip-hop kids have to say."

Empire's viewership has risen steadily since its premiere, which is virtually unprecedented. Why do you think that is? It's making people think, making people upset, making people talk. It feels like cable, but you get to watch it for free! **What are people upset about?** Barack Obama. **You mean the scene in which one of Cookie's sons calls Obama a sellout during a drunken rant?** It was to prove a point about how reckless young kids are nowadays. Some of them are out of control! They don't understand hard work, what it took for that man to get in office. But people get so offended. It's art, baby! **You almost turned down Empire. Why?** When I read the script, Terrence Howard wasn't cast [as Cookie's ex-husband]. If it couldn't be Terrence Howard, I didn't want to do it. Thank God they listened to me! **Sounds like a Cookie move.** That's what Lee Daniels said. "She just Cookied me!" **Cookie drops some of the shadiest insults on network TV—calling her nemesis "booboo kitty," for example.** Oh, honey, there's so much shade to come. **I bet. How much of what you say is improvised?** "Booboo kitty" was mine. "Shut up, Dora!" was mine. I didn't even think they would let me use it. I just ad-libbed it for the scene. **So there's a lot of you in Cookie.** You can't out-Cookie me. I know who this woman is. Terrence said it best: "Taraji will take what the writers write and then dip it in some extra-special gravy sauce."





LIFTOFF

For Apple's future Cupertino, Calif., campus—unveiled by the late Steve Jobs in 2011—architecture firm Foster + Partners needed to create a design as slick and forward-thinking as the tech company's products. The effort paid off: partner Cristina Segini, who worked on the design, made the Architects' Journal's Woman Architect of the Year 2015 short list, which honors achievement “in a sector where women still face an alarming degree of discrimination.”

LEAVE IT



▼ Producer Diplo **reignited a feud with Taylor Swift**, calling her fans “the worst people in the world.”

▼ To celebrate Valentine's Day, a San Francisco zoo is **letting people “adopt” a cockroach or scorpion** in the name of an ex.

▼ **We'll have to wait until summer 2016**

to see the all-female Ghost-busters reboot, starring Melissa McCarthy, Kristen Wiig and more.



▼ New startup Picattoo is offering to turn people's favorite **Instagrams into temporary tattoos**. (The service costs \$14.99 per dozen.)

ROUNDUP

eBay's 'Greatest' Hits

The world's biggest barbecue pit—so huge, it can cook 4 tons of meat at a time—is currently available for a cool \$350,000 on eBay. Dubbed the Undisputable Cuz, it stretches 75 ft. (23 m) and is ventilated by seven smokestacks. As of press time, no bids had been registered. But as the auction site's history shows, far weirder things have fetched far more unexpected sums of money.

2000



2004

A grilled-cheese sandwich that purportedly bore a portrait of the Virgin Mary sold for **\$28,000**.

2005

Ad space on a 21-year-old web developer's forehead—in the form of a temporary tattoo—sold for **\$37,375**.



2011

Clippings of Justin Bieber's hair—gathered by Ellen DeGeneres—sold for **\$40,668**. Proceeds went to charity.

2011

A latex Casey Anthony mask, originally made for a parody video, sold for **\$999,900**. It was billed as “possibly the most frightening mask on the planet.”

2015



2011

Princess Beatrice's royal-wedding fascinator, which some likened to a toilet seat, sold for **\$131,648**. Proceeds went to charity.

2013

A handmade suit of guinea-pig armor sold for **\$1,150**.

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Susanna Schröbsdorff

Be Brave, Be Safe

Advice to my teen daughter on handling the inequities of campus life

I HAVE TWO TEENAGE DAUGHTERS, which means I live in a household of head-snapping contradictions. Everything you've heard about adolescent girls is true, and not true. They are in equal parts infuriating and beguiling, full of arrogance and certainty one minute, crumpled by insecurity the next. And just when you think you've accidentally raised judgmental mean girls, they do something so kind, so empathetic (like help you change their demented grandfather's sheets without a word of complaint) that the memory of it sustains you through a whole month of snark.

One day they go into their bedrooms all gangly and tweeny and come out looking like women. This is to be expected, yet we are not prepared for the way the world looks at them in the wake of that transformation. After one daughter's middle-school graduation, she strode down the street in her new heels and with her new curves, plowing ahead of us without looking back. It was all I could do not to follow her waving my arms and yelling, "I know she doesn't look it, but she's only 14!"

Now she's 17 and applying to college. I have to let her disappear around that corner on her own. This is never easy for parents, but perhaps it's even less so these days. She's busy imagining who she'll be when she's living among her peers, on a campus somewhere that is not here. Meanwhile, I'm unable to stop reading the headlines about sexual assault and bungled rape investigations at some of the best universities in the country.

In late January, I couldn't seem to escape the accusations that a group of football players had raped an unconscious neuroscience major at Vanderbilt University. At a trial for two of them, the lawyer for one of the accused said his client's judgment was distorted by a campus culture in which drunken sex was prevalent.

Just the fact that this case wasn't swept

under the rug is encouraging. New federal mandates that aim to reform the way universities handle sexual-assault cases represent huge progress. And sure, the stats on how pervasive the problem is are still being debated, but the awful stories keep coming. So while I might have worried more about pregnancy, now the specter of assault looms larger. How do I talk to my college-bound daughter about that?

The irony is that while we've always warned our little girls about strangers,



the numbers say that if our college-age daughters are assaulted, it will likely be by someone they know. And like a lot of mothers, I've spent years telling my girls that they can do anything a boy can, that they can rely on their smarts above all and that they should never be ashamed of their bodies. But that's not exactly true. No, girls can't get drunk like guys can at a party, not without compromising their safety. And yes, girls are more vulnerable, physically and in other ways. Accusations of promiscuity can still damage a woman to an extent that many men can hardly fathom. Just ask that Vanderbilt student, now a Ph.D. candi-

date. Her alleged assailants took humiliating photos of her during the attack.

It's not fair, but it's reality. I realize that I need to have some version of the talk that so many African-American parents have with their sons about being careful of what they wear and how they behave so as not to put themselves in danger. To our girls we say, Be brave, take risks. But internally we want them to do whatever it takes to stay safe. We say, Be proud of your beauty. Yet we fear that showing it off will make them a target.

It's a thicket of contradictions and hypocrisy—as my daughters are quick to inform me when I dare suggest maybe they put on a jacket over that strappy top. But I can't help offering some advice as I watch one prepare to walk out the door:

Nourish your female friendships. You want women in your life who will have your back at parties and will speak up when you're about to do something you shouldn't. And you'll have their back too. Being a part of this kind of posse is a lifelong gift.

When it comes to guys, look for kindness over cool. And trust your gut. If it feels wrong, leave. Say no. Say no. Say no.

I always defend your right to wear what you want and have just-for-fun sex if you want. But as your mother, I wish you so much more. I hope you take any chance you can to know someone truly and intimately. It is the best perk of being human.

If the inequities get you down, know that you are part of a revolutionary generation that is insisting on change. Just look at the women in a new documentary debuting at Sundance called *The Hunting Ground*. It's the story of student assault survivors who cleverly used Title IX (the legislation forbidding gender discrimination) to force the Department of Education to investigate sexual-assault accusations at schools across the country. They transformed their vulnerability into something powerful.

And if you need me, I'm still here. ■

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